Indian and Northern Affairs Canada | Affaires indiennes et du Nord Canada

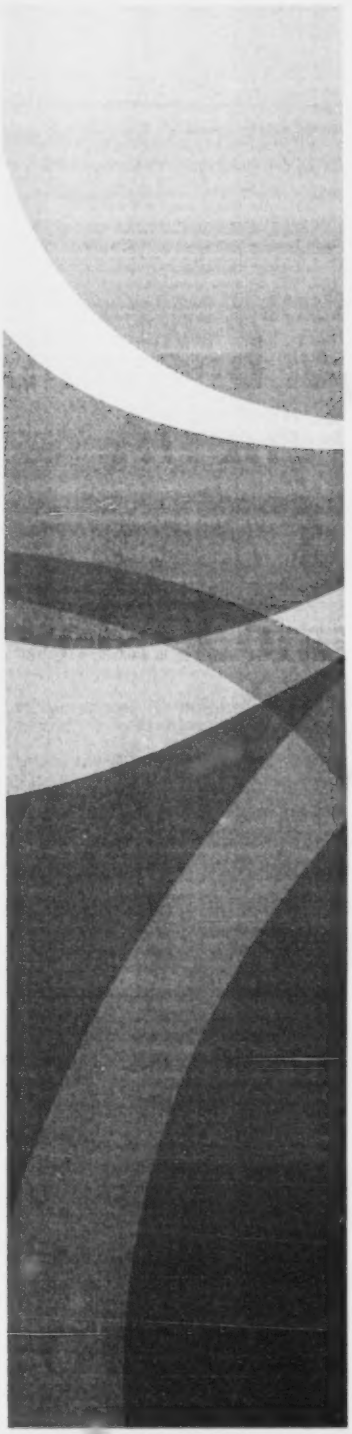
Indian and Northern Affairs Canada

and

Canadian Polar Commission

2010–2011 Estimates

Report on Plans and Priorities



Canada

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Minister's Message

On behalf of Indian and Northern Affairs Canada (INAC) and the Canadian Polar Commission, I am pleased to present to Parliament and the people of Canada the Report on Plans and Priorities for 2010–2011.

Our plans and priorities support the vision we are working toward: a future in which First Nations, Inuit, Métis and northern people and communities are healthy, safe, self-sufficient and prosperous. To do this, we will continue working closely with Aboriginal people and Northerners, supporting their efforts to improve their quality of life and participate more fully in Canada's economy.

As Minister of Indian Affairs and Northern Development and Interlocutor for Métis and Non-Status Indians for more than two years, I am proud of what we have accomplished together. I am confident that we have set the right path for further progress on shared priorities for both the short and long term.

Education and economic development are critical to all we seek to achieve. We will continue to support more Aboriginal people in their efforts to attain higher levels of education. Through the new Federal Framework for Aboriginal Economic Development, we are recognizing the value and potential of Aboriginal people as employees, business leaders and partners in projects that will make tremendous contributions to Canada's economy, now and in future.

These efforts are an important part of our nation's recovery from a global recession, and they are reinforced by $1.4 billion in Aboriginal-specific investments over two years under Canada's Economic Action Plan. In 2010–2011, INAC and other departments will work to maximize the impacts of these investments in Aboriginal skills and training, health, child and family services, housing, educational facilities, and water and wastewater systems.

Many of these initiatives and others will also benefit Northerners, and complement the Government of Canada's Northern Strategy. Realizing the North's potential is a top federal priority in which INAC is proud to play a lead role. As Minister for both INAC and the new Canadian Northern Economic Development Agency (CanNor), I will ensure that we maintain the momentum.

INAC will help protect the most vulnerable by focusing on improvements to social programs for individuals and families in need. We also remain focused on accelerating claims settlements and moving forward with reconciliation for the legacy of Indian residential schools. These efforts can empower people and communities, and build stronger relationships with Aboriginal organizations and governments. While there is much more to accomplish, we also have many successes to celebrate, from important milestones toward self-governance to world-class Arctic science.

I look forward to reporting on INAC's progress in all of these areas in the year ahead.

The Honourable Chuck Strahl, P.C., M.P.
Minister of Indian Affairs and Northern Development
and Federal Interlocutor for Métis and Non-Status Indians

SECTION I • Departmental Overview

Raison d'être and Responsibilities

Indian and Northern Affairs Canada (INAC), including the Office of the Federal Interlocutor for Métis and Non-Status Indians is the federal department primarily responsible for meeting the Government of Canada's obligations and commitments to Aboriginal peoples (First Nations, Inuit and Métis), and fulfilling the government's constitutionally mandated role in the North. To this end, INAC helps Canada's Aboriginal and northern peoples foster healthy and sustainable communities, and pursue economic and social development. More specifically, INAC works with 33 other federal departments and agencies in:

- promoting improved education for Aboriginal people;
- pursuing frameworks for effective governance and self-governance;
- helping empower Aboriginal citizens and protect those who are most vulnerable;
- working to resolve outstanding land claims; and
- supporting the sustainable economic development that contributes to Aboriginal and northern employment and strengthens communities.

These diverse and complex responsibilities flow from the department's central mandates: Indian and Inuit Affairs, the Office of the Federal Interlocutor for Métis and Non-Status Indians, and Northern Development.

INAC's overall mandate derives from the Canadian Constitution, the *Department of Indian Affairs and Northern Development Act*, other legislation and numerous regulations under the responsibility of the Minister of Indian Affairs and Northern Development, and treaties. Evolving jurisprudence continues to shape the department's mandate, policy decisions and program development.

Indian and Inuit Affairs and the Office of the Federal Interlocutor

INAC's responsibilities for Indian and Inuit Affairs include:

- negotiating land claims and self-government agreements with members of Aboriginal communities, and overseeing the implementation of settled claims on behalf of the federal government;
- facilitating economic development opportunities for Aboriginal individuals, communities and businesses;
- funding the delivery of province-like services such as education, housing, community infrastructure and social support to Status Indians on reserves;
- addressing and resolving issues that arise from the legacy of Indian residential schools;
- liaising effectively between the Government of Canada and Inuit communities, governments and organizations in the implementation of policies and delivery of services; and
- fulfilling duties prescribed by the *Indian Act*, including managing Indian reserve lands and financial resources belonging to First Nation communities, and approving or rejecting by-laws in First Nation communities.

The mandate of the Office of the Federal Interlocutor derives from an executive order providing authority to the Minister to act as the federal government's primary interlocutor for Métis, non-Status Indians and urban Aboriginal people and related issues. The Office of the Federal Interlocutor maintains and strengthens the Government of Canada's relations with organizations representing these groups.

The Office of the Federal Interlocutor's responsibilities in relation to Métis and non-Status Indians include delivering improved federal services to Aboriginal people who do not live on reserves, and serving as a point of contact within the Government of Canada for Métis, non-Status Indians and urban Aboriginal people.

Northern Development

INAC's Northern Development mandate is derived from a series of legislative acts, including statutes enacted in the late 1960s and early 1970s, those that concern modern treaties north of 60°, and those related to environmental and resource management. Statutes that enact the devolution of services and responsibilities from INAC to territorial governments also frame the mandate. As a result, INAC is the lead federal department for two-fifths of Canada's land mass.

INAC has a direct role in the political and economic development of the territories, and has significant resource, land and environmental management obligations. The territorial governments generally provide to Aboriginal people and other Northerners the majority of programs and services normally funded by INAC.

INAC's responsibilities for Northern Development include:

- promoting political and economic development in Yukon, the Northwest Territories and Nunavut;
- negotiating the transfer of federal responsibilities for land and resource management to the territorial governments;
- managing the resources, land and environment of the North in places where federal responsibilities have not been transferred to territorial governments;
- co-ordinating initiatives, such as managing contaminated sites and subsidizing the delivery cost of nutritious perishable food; and
- advancing circumpolar interests, such as Canada's Arctic sovereignty, climate change adaptation and environmental protection, Canadian representation at circumpolar forums, and scientific research related to the North.

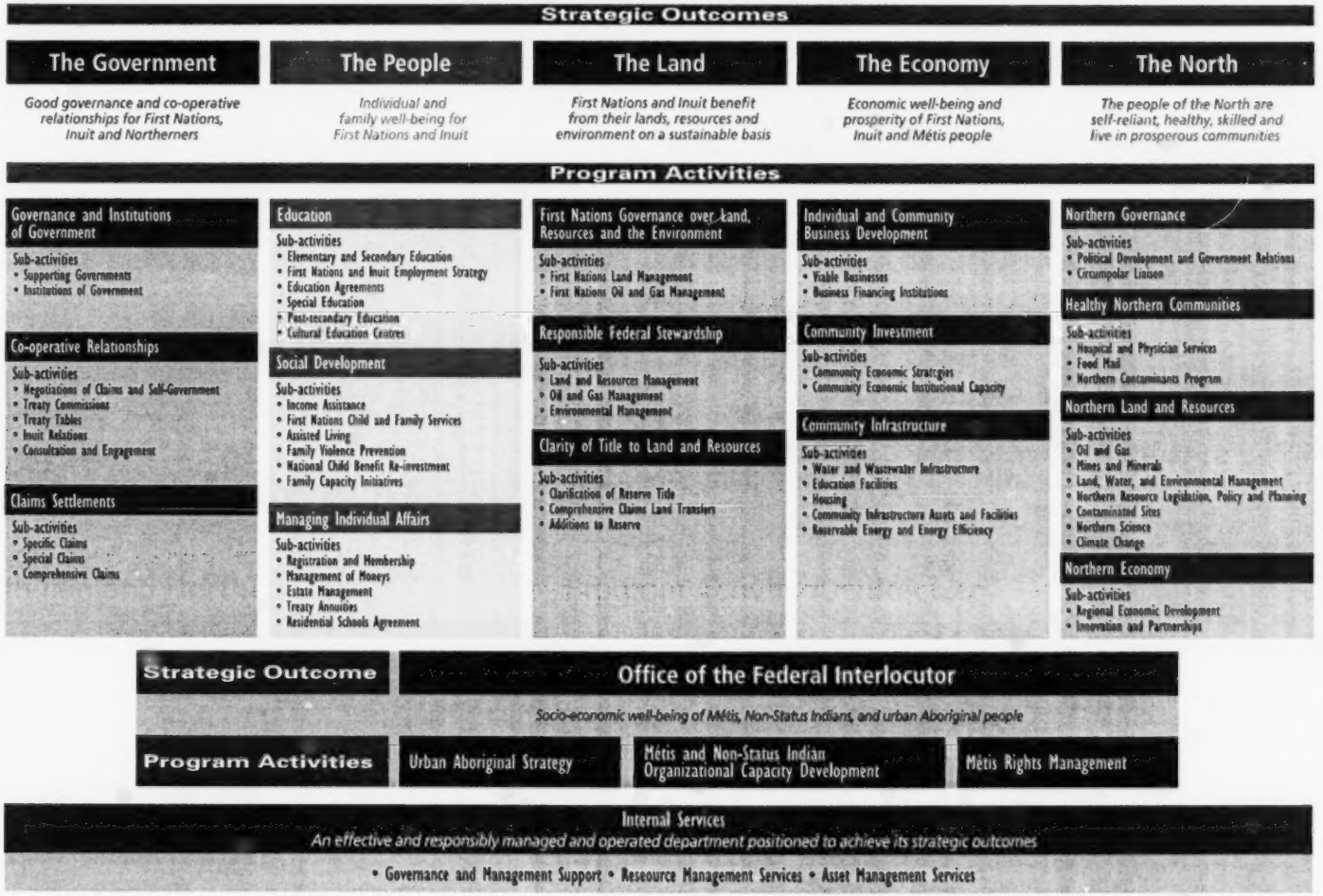
On August 18, 2009, the Canadian Northern Economic Development Agency (CanNor) was created as a regional economic development agency for the North. Because of CanNor's mandate to promote economic development in Canada's three territories, programs under INAC's Northern Economy program activity were transferred to the new agency.

Progress toward the implementation of an integrated Northern Strategy will be fostered through such INAC-led initiatives as the Canadian High Arctic Research Station. CanNor, which provides integrated business services north of 60°, also has an important role to play. Sustainable economic development, an improved regulatory system, environmental protection and capitalization on the tremendous potential of the land and people of the North will contribute to increased employment and prosperity to Northerners.

The **Canadian Polar Commission** also supports polar research and strengthens Canada's international reputation as a leader among circumpolar nations. In addition to promoting knowledge of Canada's polar regions and their importance to the country, the Commission also provides polar science policy direction to government.

Program Activity Architecture

2010–2011
Indian and Northern Affairs Canada — Program Activity Architecture


Strategic Outcomes
The Government
Good governance and co-operative relationships for First Nations, Inuit and Northerners
The People
Individual and family well-being for First Nations and Inuit
The Land
First Nations and Inuit benefit from their lands, resources and environment on a sustainable basis
The Economy
Economic well-being and prosperity of First Nations, Inuit and Métis people
The North
The people of the North are self-reliant, healthy, skilled and live in prosperous communities
Program Activities
Governance and Institutions of Government
Sub-activities
• Supporting Governments
• Institutions of Government
Co-operative Relationships
Sub-activities
• Negotiations of Claims and Self-Government
• Treaty Commissions
• Treaty Tables
• Inuit Relations
• Consultation and Engagement
Claims Settlements
Sub-activities
• Specific Claims
• Special Claims
• Comprehensive Claims
Education
Sub-activities
• Elementary and Secondary Education
• First Nations and Inuit Employment Strategy
• Education Agreements
• Special Education
• Post-secondary Education
• Cultural Education Centres
Social Development
Sub-activities
• Income Assistance
• First Nations Child and Family Services
• Assisted Living
• Family Violence Prevention
• National Child Benefit Re-investment
• Family Capacity Initiatives
Managing Individual Affairs
Sub-activities
• Registration and Membership
• Management of Moneys
• Estate Management
• Treaty Annuities
• Residential Schools Agreement
First Nations Governance over Land, Resources and the Environment
Sub-activities
• First Nations Land Management
• First Nations Oil and Gas Management
Responsible Federal Stewardship
Sub-activities
• Land and Resources Management
• Oil and Gas Management
• Environmental Management
Clarity of Title to Land and Resources
Sub-activities
• Clarification of Reserve Title
• Comprehensive Claims Land Transfers
• Additions to Reserve
Individual and Community Business Development
Sub-activities
• Viable Businesses
• Business Financing Institutions
Community Investment
Sub-activities
• Community Economic Strategies
• Community Economic Institutional Capacity
Community Infrastructure
Sub-activities
• Water and Wastewater Infrastructure
• Education Facilities
• Housing
• Community Infrastructure Assets and Facilities
• Renewable Energy and Energy Efficiency
Northern Governance
Sub-activities
• Political Development and Government Relations
• Circumpolar Liaison
Healthy Northern Communities
Sub-activities
• Hospital and Physician Services
• Food Mail
• Northern Contaminants Program
Northern Land and Resources
Sub-activities
• Oil and Gas
• Mines and Minerals
• Land, Water, and Environmental Management
• Northern Resource Legislation, Policy and Planning
• Contaminated Sites
• Northern Science
• Climate Change
Northern Economy
Sub-activities
• Regional Economic Development
• Innovation and Partnerships
Strategic Outcome
Office of the Federal Interlocutor
Socio-economic well-being of Métis, Non-Status Indians, and urban Aboriginal people
Program Activities
Urban Aboriginal Strategy
Métis and Non-Status Indian Organizational Capacity Development
Métis Rights Management
Internal Services
An effective and responsibly managed and operated department positioned to achieve its strategic outcomes
• Governance and Management Support • Resource Management Services • Asset Management Services

Program Activity Architecture Changes for 2010–2011

When the Canadian Northern Economic Development Agency (CanNor) was established in August 2009, INAC transferred all programs under the program activity Northern Economy to CanNor. INAC's Northern Economy program activity therefore has no resources or activities for 2010–2011.

Planning Summary

	Financial Resources ($ millions)			Human Resources (FTEs)		
	2010–2011	2011–2012	2012–2013	2010–2011	2011–2012	2012–2013
Indian and Northern Affairs Canada	7,339.0	6,898.6	6,711.6	5,202	5,100	4,979
Canadian Polar Commission	1.0	1.0	1.0	5	5	5

FTEs: full-time equivalents
For an explanation of the decreasing trend, see Expenditure Profile page 15.

Indian and Northern Affairs Canada

Strategic Outcome: The Government

Performance Indicators
Labour force and income components of the Community Well-Being Index

Program Activity[1]	Forecast Spending 2009–2010	Planned Spending			Alignment to Government of Canada Outcomes
		2010–2011	2011–2012	2012–2013	
Governance and Institutions of Government	646.1	660.5	686.9	688.5	A diverse society that promotes linguistic duality and social inclusion
Co-operative Relationships	255.0	237.1	234.6	235.3	A diverse society that promotes linguistic duality and social inclusion
Claims Settlements	1,097.2	466.9	490.0	449.6	Strong economic growth
Total	**1,998.3**	**1,364.5**	**1,411.5**	**1,373.4**	

Due to rounding, figures may not add to totals shown.

Governance and Institutions of Government: Primarily reflects changes in the approved funding profile for various self-government agreements (notably for several Yukon First Nations, Nisga'a Nation, Tsawwassen First Nation and Maa-nulth First Nation).

Co-operative Relationships: Primarily reflects additional negotiation support funding provided in 2009–2010.

Claims Settlements: Primarily reflects changes in the approved funding profile for the settlement of specific and comprehensive claims, notably one-time payments in 2009–2010 to the Cree of Quebec and the Peguis First Nation, as well as the transfer of funding for the implementation of the Indian Residential Schools Settlement Agreement to the Managing Individual Affairs program activity (commencing in 2010–2011).

[1] For program activity descriptions for all Planning Summary tables, please access the Main Estimates online at www.tbs-sct.gc.ca/est-pre/index-eng.asp.

Strategic Outcome: The People					
Performance Indicators Community Well-Being Index for First Nations and Inuit					
Program Activity	**Forecast Spending 2009–2010**	**Planned Spending**			**Alignment to Government of Canada Outcomes**
		2010–2011	**2011–2012**	**2012–2013**	
Education	1,773.7	1,769.3	1,811.6	1,850.5	A diverse society that promotes linguistic duality and social inclusion
Social Development	1,594.0	1,492.2	1,523.5	1,555.1	A diverse society that promotes linguistic duality and social inclusion
Managing Individual Affairs	26.6	261.3	238.6	79.3	A diverse society that promotes linguistic duality and social inclusion
Total	**3,394.3**	**3,522.8**	**3,573.7**	**3,484.9**	

Due to rounding, figures may not add to totals shown.

Education: 2009–2010 forecast includes additional resources reallocated in-year for education programming (primarily from Community Infrastructure program activity); changes in future years' planned spending primarily reflect ongoing increased demand for education programs, as well as incremental funding to support the implementation of new accountability initiatives and tripartite partnership initiatives for First Nation education.

Social Development: 2009–2010 forecast includes additional resources reallocated in-year for social development programming (primarily from Community Infrastructure program activity); changes in future years' planned spending primarily reflect ongoing increased demand for social development programs, as well as changes in the approved funding profiles for First Nations Child and Family Services provided pursuant to Canada's Economic Action Plan and for the Family Violence Prevention Program (Budget 2006).

Managing Individual Affairs: Primarily reflects the transfer of funding from the Claims Settlements program activity commencing in 2010–2011 and changes in the approved funding profile for the implementation of the Indian Residential Schools Settlement Agreement.

Strategic Outcome: The Land					
Performance Indicators Labour force and income components of the Community Well-Being Index					
Program Activity	**Forecast Spending 2009–2010**	**Planned Spending**			**Alignment to Government of Canada Outcomes**
		2010–2011	**2011–2012**	**2012–2013**	
First Nations Governance over Land, Resources and the Environment	19.3	23.6	23.6	23.6	Strong economic growth
Responsible Federal Stewardship	130.3	112.7	60.7	60.3	A clean and healthy environment
Clarity of Title to Land and Resources	11.3	18.6	13.1	12.7	Strong economic growth
Total	**160.9**	**155.0**	**97.4**	**96.6**	

Due to rounding, figures may not add to totals shown.

Responsible Federal Stewardship: 2009–2010 forecast includes additional resources to address health and safety pressures for First Nation communities; changes in future years' planned spending primarily reflect the approved funding profiles for the Federal Contaminated Sites Action Plan and for the implementation of initiatives under the new Federal Framework for Aboriginal Economic Development.

Clarity of Title to Land and Resources: Primarily reflects changes in the approved funding profiles for the implementation of treaty land entitlement claims and for the implementation of initiatives under the new Federal Framework for Aboriginal Economic Development.

Strategic Outcome: The Economy					
Performance Indicators Labour force, income and housing components of the Community Well-Being Index					
Program Activity	Forecast Spending 2009–2010	Planned Spending			Alignment to Government of Canada Outcomes
		2010–2011	2011–2012	2012–2013	
Individual and Community Business Development	57.7	56.1	55.4	55.2	Strong economic growth
Community Investment	101.0	133.5	134.4	134.4	Strong economic growth
Community Infrastructure	1,199.3	1,298.0	1,051.7	1,026.8	Strong economic growth
Total	**1,358.0**	**1,487.6**	**1,241.6**	**1,216.5**	

Due to rounding, figures may not add to totals shown.

Community Investment: 2009–2010 forecast includes reallocations to support the First Nations Forestry Program and to fund the Vancouver 2010 Olympic and Paralympic Winter Games Aboriginal Pavilion; planned spending includes additional funding to implement the new Federal Framework for Aboriginal Economic Development.

Community Infrastructure: 2009–2010 forecast reflects in-year reallocations to address pressures in other program activities (notably Education and Social Development); future years' planned spending does not reflect these in-year reallocations; changes in future years' planned spending primarily reflects ongoing increased demand for infrastructure programs, as well as changes in the approved funding profiles for the First Nation Infrastructure Program and for investments in First Nation infrastructure provided pursuant to Canada's Economic Action Plan, and the sunset of the approved funding for the First Nations Water and Wastewater Action Plan (Budget 2008).

Strategic Outcome: The North					
Performance Indicators Labour force and income components of the Community Well-Being Index for the North					
Program Activity	Forecast Spending 2009–2010	Planned Spending			Alignment to Government of Canada Outcomes
		2010–2011	2011–2012	2012–2013	
Northern Governance	15.5	17.9	14.9	13.2	A diverse society that promotes linguistic duality and social inclusion
Healthy Northern Communities	129.8	101.4	82.4	83.4	Healthy Canadians
Northern Land and Resources	232.4	293.5	72.4	60.1	A clean and healthy environment
Northern Economy	1.6	—	—	—	Strong economic growth
Total	**379.3**	**412.7**	**169.7**	**156.7**	

Due to rounding, figures may not add to totals shown.

Northern Governance: Primarily reflects changes in the approved funding profile to support the Government of Nunavut's efforts to strengthen its financial management, practices and systems.

Healthy Northern Communities: Primarily reflects a change in the approved funding profile for the Food Mail Program and for the transfer of funding for International Polar Year to the Northern Land and Resources program activity.

Northern Land and Resources: Primarily reflects changes in the approved funding profile for the Federal Contaminated Sites Action Plan, for investments to improve Arctic research and to promote energy development in Canada's North (pursuant to Canada's Economic Action Plan), as well as the transfer of funding (from the Healthy Northern Communities program activity) and changes in the approved funding profile for International Polar Year.

Northern Economy: Reflects the transfer of funding to the new Canadian Northern Economic Development Agency.

Strategic Outcome: Office of the Federal Interlocutor					
Performance Indicators Socio-economic conditions of Métis, non-Status Indians and urban Aboriginal people					
Program Activity	**Forecast Spending 2009–2010**	**Planned Spending**			**Alignment to Government of Canada Outcomes**
		2010–2011	**2011–2012**	**2012–2013**	
Urban Aboriginal Strategy	15.6	13.5	13.5	—	Income security and employment for Canadians
Métis and Non-Status Indian Organizational Capacity Development	15.2	14.7	14.7	14.7	A diverse society that promotes linguistic duality and social inclusion
Métis Rights Management	11.6	—	—	—	A diverse society that promotes linguistic duality and social inclusion
Total	**42.3**	**28.2**	**28.2**	**14.7**	

Due to rounding, figures may not add to totals shown.

Urban Aboriginal Strategy: 2009–2010 forecast includes funding for the Vancouver 2010 Olympic and Paralympic Winter Games Aboriginal Pavilion; the change in future years' planned spending reflect the sunset (in 2012–2013) of funding provided for the Urban Aboriginal Strategy.

Métis Rights Management: Reflects the sunset of funding (in 2010–2011) provided for the Effective Management of Métis Aboriginal Rights initiative.

Program Activity: Internal Services				
Program Activity	**Forecast Spending 2009–2010**	**Planned Spending**		
		2010–2011	**2011–2012**	**2012–2013**
Internal Services Total	470.7	368.1	376.4	368.8

Internal Services: 2009–2010 forecast includes additional funding provided for out-of-court settlements and the operating budget carry-forward; changes in future years' planned spending primarily reflect changes in the approved funding profiles for an out–of-court settlement and for informatics enhancements.

Canadian Polar Commission

Strategic Outcome: Increased Canadian Polar Knowledge					
Performance Indicators Performance indicator to be developed.					
Program Activity	**Forecast Spending 2009–2010**	**Planned Spending**			**Alignment to Government of Canada Outcomes**
		2010–2011	**2011–2012**	**2012–2013**	
Research Facilitation and Communication	0.8	0.8	0.8	0.8	A clean and healthy environment
Internal Services	0.2	0.2	0.2	0.2	N/A
Total	**1.0**	**1.0**	**1.0**	**1.0**	

Due to rounding, figures may not add to totals shown.

Contribution of INAC's Priorities to Strategic Outcomes

Efforts to improve the well-being of Aboriginal individuals, families and communities and to cultivate greater social inclusion depend on more Aboriginal people achieving higher levels of education. Education enables Aboriginal people to succeed in the labour force and to create businesses, jobs and economic growth.

INAC also continues to focus on economic development as a top priority. Canada's Economic Action Plan recognizes that increased participation of Aboriginal people in the economy is important for Canada's long-term prosperity, as well as the nation's ongoing recovery from the current global economic downturn. In 2010–2011, INAC will help maximize the impacts of investments in Aboriginal people or communities and the North under Canada's Economic Action Plan, including the new Federal Framework for Aboriginal Economic Development.

At the same time, INAC continues to place priority on supporting conditions where citizens become empowered and the most vulnerable are protected. The department will move forward with implementing recommendations from policy and program reviews that increase the focus on violence prevention and service co-ordination for children with multiple disabilities.

INAC will continue to fulfil its obligations to Aboriginal people and build strengthened relationships through the resolution of land claims, progress on governance and self-government, and reconciliation over the legacy of Indian residential schools.

In the North, INAC's priorities are now formed by the Government's Northern Strategy released in July 2009. These include moving to the next phase of devolution for land and resource management. INAC is also focusing its efforts on improving the investment climate and ensuring future development happens efficiently and sustainably. Arctic science will also be advanced in climate change adaptation and ecosystem contaminants — key issues for sustainable, healthy northern communities — and through support to existing research facilities and in the establishment of the High Arctic Research Station.

Increasing Responsiveness to the Diversity of Circumstances among Aboriginal Groups

Policies and programs are often applied nationally in the pursuit of consistency and do not always reflect the varying realities of Aboriginal communities. INAC recognizes that First Nation-, Métis- and Inuit-specific approaches are at times required. Furthermore, INAC has been increasingly recognizing varying region-specific circumstances and working toward more tripartite-based approaches.

INAC will also increasingly move toward a community development approach that differentiates First Nation communities — responding in a more direct way that recognizes those communities that are:

- experiencing more challenges, have higher capacity needs and are higher risk;
- stable, developing and making some steady progress; and
- emerging as self-reliant, have more capacity and are lower risk.

Fiscal instruments will also need to reflect this diversity as INAC implements the new federal Policy on Transfer Payments, which took effect in 2008.

The following tables link the department's operational and management priorities to its strategic outcomes:

Operational Priority	Description and Plan
Education: Advance the Reforming First Nation Education Initiative	Reforms to INAC's education programs will help First Nations develop an education system that encourages students to stay in school, graduate and acquire the skills they need to enter the labour market. Plans for meeting the priority: Issue the third call for proposals for the First Nation Student Success Program and Education Partnerships Program. Conclude partnership agreements in more provinces and the Yukon territorial government. Improve access to and completion of post-secondary education.
Type	
Ongoing	
Link to Strategic Outcome(s)	
The People — Education program activity	

Operational Priority	Description and Plan
Economic Development: Continue the implementation of the new Federal Framework for Aboriginal Economic Development	The framework is a whole-of-government initiative that will help maximize federal investments by: strengthening Aboriginal entrepreneurship; enhancing the value of Aboriginal assets; forging new and effective partnerships to maximize economic development opportunities; developing Aboriginal human capital; and better focusing the role of the federal government. Plans for meeting the priority: Renew INAC's lands and economic development programs to align with the strategic objectives of the framework.
Type	
New	
Link to Strategic Outcome(s)	
The Economy and The Land	

Operational Priority	Description and Plan
Empowering Citizens and Protecting the Most Vulnerable: Continue program and policy reforms to help create more secure and sustainable communities	Improved social programs and policies with an emphasis on prevention, active measures to support employment-readiness, and results-based management will help create more secure and sustainable communities. Plans for meeting the priority: Increase access to and use of active measures. Increase safety for First Nation children and families. Continue to implement the federal response to Jordan's principle.[2]
Type	
Ongoing	
Link to Strategic Outcome(s)	
The People — Social Development program activity	

[2] Jordan's principle refers to ensuring federal–provincial co-operation so that First Nation children with multiple disabilities requiring services from multiple providers receive the services they need.

Operational Priority	Description and Plan
Northern Strategy: Ongoing leadership of the Government's integrated Northern Strategy, which was formally announced in July 2009	INAC leads and co-ordinates the efforts of federal departments and agencies in delivering the Government of Canada's integrated Northern Strategy. Plans for meeting the priority: INAC will continue to provide leadership and oversight of the government's initiatives under the Northern Strategy and its four pillars: • exercising our Arctic sovereignty; • promoting social and economic development; • protecting our environmental heritage; and • improving and devolving northern governance.
Type	
Ongoing	
Link to Strategic Outcome(s)	
The North	

Management Priority	Description and Plan
Improve the department's management processes	Internal services are provided that support effective delivery of programs and services. Plans for meeting the priority: Manage INAC programs and services more effectively in the following areas: • effectiveness of the corporate management structure; and • excellence in people management.
Type	
Ongoing	
Link to Strategic Outcome(s)	
As a part of internal services, this links to all departmental activities and strategic outcomes.	

Management Priority	Description and Plan
Full implementation of the Policy on Transfer Payments	INAC will pursue the objective of ensuring transfer payment programs are managed with integrity, transparency and accountability in a manner that is sensitive to risks; are citizen- and recipient-focused; and are designed and delivered to address government and departmental priorities in achieving results for Canadians. The new Policy on Transfer Payments addresses issues relating to risk management, flexibility, longer-term funding, a results-based approach and development of partnerships. Plans for meeting the priority: Make the new Policy on Transfer Payments fully operational by April 1, 2011, and work collaboratively with other departments within the "Aboriginal Cluster" of federal departments in support of their implementation of the policy.
Type	
New	
Link to Strategic Outcome(s)	
As a part of internal services, this links to all departmental activities and strategic outcomes.	

Operating Environment

INAC delivers programs and services to diverse groups of people — First Nations, Inuit, Métis and Northerners — who have distinct priorities and needs. The department delivers these programs and services to diverse locations throughout the country, from remote communities with extreme climates to metropolitan urban areas.

Over 60 percent of the department's spending is committed to providing First Nations with access to provincial-type services, including education, social services and community infrastructure. Most of INAC's services are delivered through partnerships, such as with Aboriginal communities, the provinces and the territories. Many of these services are delivered by independent, community-based service providers with differing levels of capacity to deliver effectively on INAC's mandate. The third-party nature of this service delivery can pose challenges for results reporting. In fact, INAC is often assumed to be the primary provider of services to Aboriginal people, even though it is part of a broad network in its delivery of health, education, employment, resource management and other services.

INAC's responsibilities are shaped not just by unique demographic and geographic challenges (see www.ainc-inac.gc.ca/ai/arp/es/0809/dpr/dem-eng.asp), but also by centuries of Canadian history. At the same time, the nation's changing social, economic and political landscape strongly influences INAC's priorities, performance and delivery of services.

A major factor in Canada's changing demographic landscape is the growing Aboriginal population, which is young and increasing twice as fast as the Canadian population overall. While this growth brings the challenge of ever-increasing demands for services — Aboriginal people in Canada continue to have lower levels of education, poorer health and quality of life, and higher levels of unemployment than Canadians overall — it also presents an unprecedented opportunity for capable, educated Aboriginal people to fill crucial labour shortages in the future. In addition, an integrated set of plans, policies and programs is required to foster and build on the economic advances resulting from the increasing employment opportunities and wealth being created by Aboriginal businesses and communities.

Supreme Court and other court rulings on Aboriginal and treaty rights also continue to have a major impact on INAC's mandate and the way the department works to fulfil the Crown's legal obligations. Unsettled land claims and treaty agreements impact the department because they result in court decisions and extensive financial liability.

INAC's challenges in the North are to support the region's outstanding resource and revenue-producing potential, while respecting the principles of sustainable development and protecting the environment, particularly in light of climate change impacts.

Risk Analysis

INAC's operating environment includes a range of risks and challenges. The greatest risk — which affects Canada as a whole — is that Aboriginal people and Northerners will not benefit from the same quality of life as other Canadians. With this in mind, INAC uses risk management practices to guide priority setting and planning, policy development, and program design and delivery.

INAC manages strategic risks at a corporate level and within each strategic outcome. At a corporate level, one of INAC's risk mitigation strategies is to be more responsive to the diversity of circumstances among Aboriginal groups and regions. This includes, for example, using more tripartite-based approaches that strengthen Aboriginal and government relationships. Another is the creation of a community development approach that takes into account the varying sizes, resources and level of political evolution of First Nations.

INAC's corporate risks are listed in the text box. Risks and mitigation strategies for each strategic outcome are described in the Planning Highlights in Section II: Analysis of Program Activities by Strategic Outcomes.

INAC's Corporate Risks

Information for Decision Making: There is a risk that INAC will not have access to timely, pertinent, consistent and accurate information to support planning, resource allocation and programming decisions, monitoring and oversight, and accountability obligations.

Human Resources Capacity and Capabilities: There is a risk that INAC will not be able to attract, recruit and retain sufficiently qualified, experienced and representative employees.

Program Alignment: There is a risk that program authorities and design will not align for the most use and effectiveness of funding.

Legal: There is a risk that INAC will not be able to effectively and efficiently plan for, or respond to, legal risks.

Management Practices: There is a risk that INAC will not be able to develop and sustain the necessary managerial practices to support an accountable, well-managed and resilient department.

Aboriginal Relationships: There is a risk that INAC will fail to foster strong, productive and respectful relationships with Aboriginal people, communities and organizations.

Government Partnerships: There is a risk that INAC and its federal, provincial, territorial and other government partners will not effectively collaborate in the development or delivery of policies and programs.

Implementation: There is a risk that INAC will not be able to create or maintain systems, practices and governance necessary for successful implementation.

Expenditure Profile

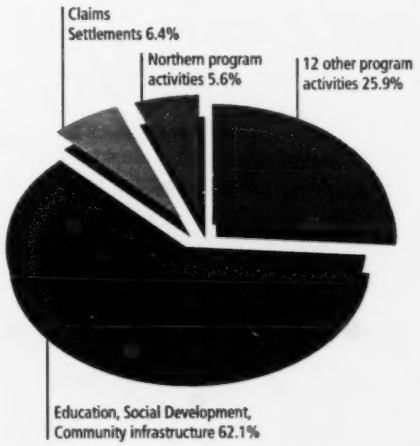
Planned Spending Breakdown

About 62 percent of departmental spending (3 of 19 program activities) is committed to basic services, such as education, social development and community infrastructure, to provide reserve communities with access to provincial-type services.

The increase in spending from 2006–2007 to 2010–2011 is primarily for:

- incremental funding provided to meet the demand for ongoing First Nation and Inuit programs and services;
- incremental funding provided in Canada's Economic Action Plan for First Nation housing and infrastructure, Arctic research infrastructure, and child and family services;
- additional funding associated with the transfer to INAC of responsibility for the Office of Indian Residential Schools Resolution of Canada;
- incremental funding for accelerating the resolution of specific claims;
- incremental funding provided in Budget 2008 for a new framework for economic development, enhancing education outcomes and expanding First Nations Child and Family Services;
- incremental funding provided for the Federal Contaminated Sites Action Plan; and
- reductions related to the sunset of funding provided in Budget 2003 for the First Nations Water Management Strategy and in Budget 2005 for First Nation housing and related infrastructure.

Planned spending over the period from 2010–2011 to 2012–2013 diminishes mainly because of reductions related to the sunset of targeted funding for First Nation housing and infrastructure and Arctic research infrastructure (through Canada's Economic Action Plan), the Federal Contaminated Sites Action Plan, and a reduction in the approved funding profile for the implementation of the Indian Residential Schools Settlement Agreement.


Claims Settlements 6.4%
Northern program activities 5.6%
12 other program activities 25.9%
Education, Social Development, Community infrastructure 62.1%

Spending Trends ($ billions)

Future settlements of claims and litigation will be added to planned spending levels through subsequent appropriations, typically through Supplementary Estimates. Similarly, decisions in future federal budgets may lead to additional appropriations.

2010–2011 Main Estimates and Planned Spending

The 2010–2011 Main Estimates for the department are approximately $7,301 million. In addition, it is expected that adjustments of about $38 million will be included in the 2010–2011 Supplementary Estimates, resulting in total planned spending of approximately $7,339 million.

	($ Millions)
2010–2011 Main Estimates Adjustments (planned spending not in Main Estimates)*	7,301 38
Total Planned Spending	7,339

** Includes Budget 2008 funding for economic development; education and child and family services; and funding for the Nisga'a Nation Fiscal Financing Agreement.*

Canada's Economic Action Plan

Canada's Economic Action Plan is a $46-billion initiative to stimulate the economy, with a majority of the investments made in 2009–2010 and 2010–2011. It includes $1.9 billion dedicated to Aboriginal-specific and northern-specific programming.

INAC's planned spending under Canada's Economic Action Plan	2009–2010	2010–2011
Planned Spending ($ millions)	301.9	385.0

For details by initiative, see page 44.

INAC is responsible for implementing a number of initiatives under Canada's Economic Action Plan, including the construction and renovation of First Nation schools; water and wastewater facilities on reserves; the remediation of contaminated sites both on reserves and across a number of northern areas; and the upgrade and development of research infrastructure through the Arctic Research Infrastructure Fund. The department is also working alongside the Canada Mortgage and Housing Corporation, undertaking complementary housing activities such as lot servicing, creating new high-density developments, renovating existing housing units, and assisting in the transition of band-owned units to market-based units.

The investments the Government of Canada is making today in Aboriginal and northern communities will not only help Canadians through the current economic situation, but will also serve the economy well into the future. In 2010–2011, the department will continue its efforts to ensure that all the projects are fully implemented and that the economic stimulus supports Aboriginal and northern communities immediately and in the long term. It is anticipated that the total impact of the investments under Canada's Economic Action Plan over the two-year period will result in significant employment gains and growth in gross domestic product (GDP):

- Employment: The $1.4-billion investment for Aboriginal programming across departments is projected to create 7,474 jobs within Aboriginal communities and a total of 18,100 jobs within Canada over three years.
- GDP growth: The investment could contribute an additional $676 million within Aboriginal communities and over $2 billion within the Canadian economy.

INAC works with other departments to publish quarterly reports on the action plan's investments in Aboriginal people and Northerners, *Implementing Canada's Economic Action Plan: Impacts for Aboriginal People and Communities*, which can be found at www.ainc-inac.gc.ca/ai/arp/bg09/index-eng.asp#rpts.

Voted and Statutory Items

($ millions)

Vote Number or Statutory Item (S)	Truncated Vote or Statutory Wording	2009–2010 Main Estimates*	2010–2011 Main Estimates*
Indian and Northern Affairs Canada			
1	Operating expenditures	937.7	990.2
5	Capital expenditures	44.4	6.4
10	Grants and contributions	5,657.9	5,994.8
15	Payments to Canada Post Corporation	27.6	47.6
20	Office of the Federal Interlocutor for Métis and Non-Status Indians — Operating expenditures	9.0	5.5
25	Office of the Federal Interlocutor for Métis and Non-Status Indians — Contributions	29.9	21.9
(S)	Minister of Indian Affairs and Northern Development — Salary and motor car allowance	0.1	0.1
(S)	Grassy Narrows and Islington Bands Mercury Disability Board	0.0	0.0
(S)	Liabilities with respect to loan guarantees made to Indians for Housing and Economic Development	2.0	2.0
(S)	Indian Annuities Treaty payments	1.4	1.4
(S)	Grants to Aboriginal organizations designated to receive claims settlement payments pursuant to comprehensive land claims settlement acts	65.5	68.0
(S)	Grant to the Nunatsiavut Government for the implementation of the Labrador Inuit Lands Claims Agreement pursuant to the *Labrador Inuit Land Claims Agreement Act*	18.0	18.0
(S)	Payments to comprehensive claim beneficiaries in compensation for resource royalties	1.5	1.5
(S)	Contributions to employee benefits plans	61.1	66.1
	Total budgetary	6,856.1	7,223.4
L30	Loans to native claimants	47.4	47.4
L35	Loans to First Nations in British Columbia to support their participation in the British Columbia Treaty Commission process	30.4	30.4
	Total non-budgetary	77.8	77.8
	TOTAL	**6,933.9**	**7,301.2**
Canadian Polar Commission			
40	Program expenditures	0.9	0.9
(S)	Contributions to employee benefit plans	0.1	0.1
	TOTAL	**1.0**	**1.0**

Due to rounding, figures may not add to totals shown.

* For Main Estimates, visit www.tbs-sct.gc.ca/est-pre/index-eng.asp.

SECTION II • Analysis of Program Activities by Strategic Outcomes

Strategic Outcome: The Government

Good governance and co-operative relationships for First Nations, Inuit and Northerners

The Government strategic outcome enables and supports good governance and effective institutions for First Nations and Inuit. Supporting program activities and initiatives enhances the accountability of First Nation and Inuit governments and their capacity to exercise core government functions. As collaborative efforts, these activities also build co-operative relationships among federal, provincial, territorial, First Nation and Inuit governments.

Government of Canada Outcomes	A diverse society that promotes linguistic duality and social inclusion Strong economic growth		
Program Activities	**Governance and Institutions of Government**	**Co-operative Relationships**	**Claims Settlements**
Expected Results	Effective, capable and accountable governments and institutions	Relationships between parties based on trust, respect, understanding, shared responsibilities, accountability, rights and dialogue	Canada honours its negotiated obligations
Strategies	Provide base support to First Nation governments and institutions and support initiatives to develop effective, capable and accountable governments	Revitalize and maintain the Government of Canada's historic treaty relationships Reinvigorate the B.C. Treaty Commission process	Fulfil claims settlement agreement requirements
Key Strategic Risks	Policies and programs continue to treat all governments alike and fail to differentiate challenged, developing and self-reliant communities	Inability to foster engagement of First Nations, Inuit, stakeholders, provincial governments and/or other federal departments	Administrative and political delays external to the department

Benefits to Canadians

Capable and accountable First Nation and Inuit governments, supported by appropriate institutions, are the foundation for the participation of First Nation people and Inuit in the Canadian economy. Communities demonstrating good governance are more likely to attract private sector investment, thus becoming more self-reliant and less dependent on government support.

The Government strategic outcome, through co-operative relationships, supports the consultation and engagement of stakeholders, the productivity of claims and self-government negotiations, and the achievement of settlements. Finalizing self-government agreements and settling land claims, including the resolution of historic grievances, responds to Canadians' desires to see all Canadians treated fairly and equitably. It also helps First Nations and Inuit realize their goals of improving their communities' social and economic conditions, and making greater contributions to Canadian society and Canada's economy.

Program Activity: Governance and Institutions of Government

This program activity supports legislative initiatives, programs and policies, and administrative mechanisms that foster and support legitimate, stable, effective, efficient, publicly accountable and culturally relevant First Nation and Inuit governments.

	2010–2011	2011–2012	2012–2013
Planned Spending ($ millions)	660.5	686.9	688.5
Human Resources (FTEs)	86	86	86

Primarily reflects changes in the approved funding profile for various self-government agreements (notably for several Yukon First Nations, Nisga'a Nation, Tsawwassen First Nation and Maa-nulth First Nation).

Key Expected Results	Key Performance Indicators	Targets
Governance capacity in First Nation communities and institutions	Percentage of *Indian Act* First Nations operating with a plan to develop governance capacity	30% by March 31, 2011
	Percentage of First Nations free of financial intervention as predefined by the departmental intervention policy	More than 70% by March 31, 2011
Stable First Nation governments	Percentage of *Indian Act* First Nations assessed for risk and governance capacity needs	30% by March 31, 2011

Planning Highlights

For 2010–2011, INAC will continue to engage parties in the redesign of the Indian Government Support Programs to better support First Nation governments. These efforts will include continued reform of the provisions for leadership selection in partnership with Aboriginal representative organizations. INAC will also work to increase the percentage of First Nations with a plan to develop governance capacity. Through a Governance Capacity Planning Tool, First Nations will have the opportunity to rigorously identify governance capacity needs and develop plans to help address those needs. These initiatives will help First Nation communities at various stages of development implement effective, capable and accountable governments.

Program Activity: Co-operative Relationships

	2010–2011	2011–2012	2012–2013
Planned Spending ($ millions)	237.1	234.6	235.3
Human Resources (FTEs)	423	424	437

Co-operative relationships are about mutual respect. They establish an atmosphere of trust, accountability and respectful partnerships among governments, First Nations and Inuit. Through this program activity, land claims and self-government agreements are negotiated and implemented, treaty relations between the Crown and First Nations are clarified, certainty is obtained over the ownership, use, and management of land and resources, and Inuit are effectively represented in federal policy decisions.

Key Expected Results	Key Performance Indicators	Targets
Relationships between parties based on trust, respect, understanding, shared responsibilities, accountability, rights and dialogue	Percentage of productive negotiation tables	90% of active tables by March 31, 2011
Strengthened regional partnerships and improved information base	Number of multi-partner processes in support of Inuit priorities Number of outreach activities targeting various audiences to promote awareness of Inuit issues	Baseline data on current activities to be established for 2010

Planning Highlights

During 2010–2011, planned program activities under the Co-operative Relationships program activity will help ensure progress toward The Government strategic outcome. For example, INAC will continue to speed up the resolution of specific claims under the *Justice at Last* initiative. Specific claims are grievances by First Nations related to Canada's obligations under historic treaties or the way the Crown has managed First Nation funds or other assets. This strategy, developed jointly with the Assembly of First Nations, improves the investment climate, generates social and economic opportunities for First Nations and local communities, and strengthens First Nation governments.

In 2010–2011, INAC will work toward advancing its relationship with Aboriginal people by revitalizing and maintaining the Government of Canada's historic treaty relationships, and by reaffirming and maintaining its commitment to self-government agreements and claims settlements. INAC will focus on a number of initiatives to improve the self-government and claims negotiation processes, including a re-invigoration of the B.C. Treaty Commission process. Given the scope of B.C. treaty negotiations (the Government of Canada and the Province of British Columbia are negotiating modern treaties with 60 percent of B.C. First Nations), as well as the governance and fiscal tools that treaties will provide to First Nation communities, this initiative is expected to engender considerable economic opportunities in urban, rural and northern areas for First Nations and for Canada as a whole.

INAC will continue to implement the Federal Action Plan on Aboriginal Consultation and Accommodation. It will continue to provide operational guidance and training to departments and agencies to further assist them in fulfilling the Crown's duty to consult and, where appropriate, accommodate Aboriginal groups. INAC will also continue to advance information systems and policies that support departments and agencies in the integration of the Crown's duty to consult within departmental activities and regulatory and resource-development approval processes. The Government of Canada will continue as a matter of good practice to engage with Aboriginal groups in policy development.

Promoting formal multi-partner processes in areas jointly identified by Inuit and the federal government is also an area that INAC will focus on throughout the year. Among other initiatives, the Inuit Relations Secretariat will continue to foster strong regional relationships by supporting the Inuit Education Accord, the National Economic Development Committee for Inuit Nunangat and the Katimajiit Roundtable process. The secretariat will continue to seek opportunity-driven partnerships with sectors and other government departments to support Inuit priorities, such as building urban Inuit governance capacity. Through various events the Inuit Relations Secretariat will strive to expand knowledge about issues of importance to Inuit, and raise awareness of Inuit issues and culture within the federal government.

Program Activity: Claims Settlements

This program activity provides approved payments to Aboriginal groups for the settlement of special, specific and comprehensive claims that were successfully concluded through negotiations.

	2010–2011	2011–2012	2012–2013
Planned Spending ($ millions)	466.9	490.0	449.6
Human Resources (FTEs)	—	—	—

Primarily reflects changes in the approved funding profile for the settlement of various comprehensive claims.

Program Activity Expected Results	Performance Indicators	Targets
Canada honours its negotiated obligations	Percentage of planned claims settlement dollars transferred during the fiscal year in accordance with specific, special and comprehensive claim negotiations	100%

Planning Highlights

For 2010–2011, INAC will continue to provide and monitor the payments to First Nation communities in accordance with the requirements of special, specific and comprehensive claims settlement agreements. This is an important way that Canada honours its negotiated obligations.

Strategic Outcome: The People

Individual and family well-being for First Nations and Inuit

People are at the heart of INAC's business and are central to the outcomes of all departmental programs and activities. Whether in the area of governance, education, social development, management of individual affairs, promotion of the sustainable use of lands, reduction of the economic gap or resolution of the legacy of Indian residential schools, the department works to help people improve the quality of their lives. All the specific programs under The People strategic outcome are dedicated to achieving a Canada where there is strengthened individual and family well-being for First Nations and Inuit.

Government of Canada Outcomes	A diverse society that promotes linguistic duality and social inclusion		
Program Activities	**Education**	**Social Development**	**Managing Individual Affairs**
Expected Results	First Nations and Inuit achieving educational outcomes comparable to those achieved by the rest of Canada	First Nation individuals and families are self-reliant, secure and safe within supportive, sustainable communities	Well-managed affairs for First Nation individuals and families Efficient delivery of settlement agreement payments to former students of residential schools
Strategies	Reform INAC's education programs to help First Nations develop an education system that encourages students to stay in school, graduate and acquire the skills they need to enter the labour market	Improve social programs and policies with an emphasis on prevention, active measures to support employment readiness and results-based management	Support effective management of band moneys, registration, membership, annuities and estates Ensure timely payment of claims to eligible participants in the Indian Residential Schools Settlement Agreement process
Key Strategic Risks	Limited performance data reduces the ability to assess student and school achievement Remote and dispersed communities offer limited opportunities for First Nation schools to aggregate and partner with provincial schools to co-ordinate and share expertise Funding, program management and performance-related issues mean that the Post-Secondary Education Program is not able to demonstrate that it is meeting the objectives of the program	Economic conditions may prevent achievement of target to reduce income assistance dependency rate Readiness and willingness of provincial and First Nation partners may prevent achievement of target to implement enhanced prevention-focused frameworks for First Nations Child and Family Services	Missing information from applicants and potential litigation result in process delays on issues related to the management of individual affairs Higher volume and complexity of cases result in capacity pressures on the settlement agreement processes

Benefits to Canadians

Canada's economic and social well-being benefits from strong, self-reliant Aboriginal communities. Enhancing First Nations' capacity to manage their individual affairs, such as band membership, registration and estates, helps foster good government and accountability. This, in turn, increases investors' confidence, supports economic partnerships and improves living conditions in First Nation communities. Better educational outcomes contribute to individual and community well-being, increased labour force participation, social inclusion, and improved socio-economic conditions. Effective social services in First Nation communities support individual and family self-sufficiency, safety and security.

Program Activity: Education

This program activity seeks to provide First Nations and Inuit with the tools to achieve educational outcomes comparable to those of other Canadians. Education programs will continue to support the provision of elementary and secondary education services. These services include continuing the reforms of First Nation education through a student success program and a partnership program. The Education Program will also provide special education services, financial supports for Status Indians and Inuit to participate in post-secondary education, and support to the culture and education centres.

	2010–2011	2011–2012	2012–2013
Planned Spending ($ millions)	1,769.3	1,811.6	1,850.5
Human Resources (FTEs)	222	221	237

Primarily reflects ongoing increased demand for education programs, as well as incremental funding to support the implementation of new accountability initiatives and tripartite partnership initiatives for First Nation education.

Key Expected Results	Key Performance Indicators	Targets
First Nation students achieve educational outcomes comparable to those achieved by students in the provincial system where the reserve is located	High school graduation rates	Increase graduation rates of First Nation students by 2013 at a rate comparable to the increases in provincial graduation rates
	Percentage of First Nation Communities (nationally) that have undertaken tripartite education partnership activities	75% by 2013
First Nation and Inuit learners have improved post-secondary educational attainment	Number of Aboriginal students enrolled in post-secondary institutions	Increase the number of students enrolled in post-secondary institutions

Planning Highlights

Better educational outcomes contribute to individual and community well-being, social inclusion and improved socio-economic conditions. INAC is working to improve educational outcomes for First Nation students living on reserves. In 2008, INAC introduced two programs under the Reforming First Nation Education Initiative: the First Nation Student Success Program and the Education Partnerships Program. These programs are setting the foundation for long-term improvements in First Nation education with projects that focus on improving literacy, numeracy and student retention. INAC will continue to reform First Nation education by supporting the implementation of school success plans, student assessments and performance measurement systems under the First Nation Student Success Program. In addition, INAC will expand partnership activities with willing First Nations and provinces under the Education Partnerships Program.

The department is working to increase the number of First Nation and Inuit students who have access to post-secondary education and who are completing their studies.

Program Activity: Social Development

This program activity supports the safety and well-being of First Nation individuals and families through the delivery of social services on reserves. Social services include support for a wide range of basic and special needs for individuals, as well as services focused on families and the community as a whole.

	2010–2011	2011–2012	2012–2013
Planned Spending ($ millions)	1,492.2	1,523.5	1,555.1
Human Resources (FTEs)	66	68	69

Primarily reflects ongoing increased demand for social development programs, as well as changes in the approved funding profiles for First Nations Child and Family Services provided pursuant to Canada's Economic Action Plan and for the Family Violence Prevention Program (Budget 2006).

Additional information on INAC's social development programs can be obtained at: www.ainc-inac.gc.ca/ps/soc_e.html.

Key Expected Results	Key Performance Indicators	Targets
Reduced dependence on income assistance	Income assistance dependency rates in communities	Reduce national income assistance dependency rate for First Nations annually by an average of 1% Achieve rate reductions in specific communities
First Nation families and children have a safe environment	Number of jurisdictions that have transitioned to the enhanced prevention-focused approach to First Nation child and family services	Implementation in all provinces and Yukon

Planning Highlights

INAC is continuing social development program and policy reforms in 2010–2011 to increase self-reliance for First Nation individuals and their families. This includes increasing access to and use of active measures, such as life skills training, to help those receiving income assistance with the transition to the workforce.

INAC is also placing greater emphasis on prevention to increase safety for First Nation children and families by continuing to collaborate with First Nations and provincial partners to adopt the enhanced prevention-focused approach. The target is to transition the six remaining jurisdictions (Manitoba, British Columbia, Yukon, New Brunswick, Ontario, and Newfoundland and Labrador) by 2013 if funding is available.

Working with Health Canada, INAC will continue to implement the federal response to Jordan's principle: to ensure that First Nation children with multiple disabilities requiring services from multiple providers receive the services they need. The intent of this child-first approach is to ensure that necessary care for a First Nation child is not delayed or disrupted by a jurisdictional dispute.

Program Activity: Managing Individual Affairs

This program activity provides programs and services to First Nation governments, communities and individuals, including registration and band membership, certificates of Indian Status and the provision of treaty payments. Under this activity, the department also administers First Nation estates, the creation of new bands, and individual and band moneys held in trust in the Consolidated Revenue Fund. It also includes responsibility for Canada's role in the Indian Residential Schools Settlement Agreement. INAC oversees the federal obligations outlined within the agreement and other federal initiatives related to the impact of residential schools on Aboriginal people in Canada.

	2010–2011	2011–2012	2012–2013
Planned Spending ($ millions)	261.3	238.6	79.3
Human Resources (FTEs)	646	587	488

Primarily reflects changes in the approved funding profile for the implementation of the Indian Residential Schools Settlement Agreement.

Key Expected Results	Key Performance Indicators	Targets
Well-managed affairs (registration, membership, estates, treaty annuities and moneys) for First Nation individuals and families	Service standards for each activity	Meet standards
Well-managed implementation of the Indian Residential Schools Settlement Agreement	Conformity with obligations and service standards defined by the Indian Residential Schools Settlement Agreement	Meet the obligations and service standards

Planning Highlights

In 2010–2011 INAC will continue to implement the new secure Certificate of Indian Status card across Canada. These cards will help people access many programs and services from all levels of government and the private sector more quickly and efficiently. The new card will help protect the integrity of programs and services by guarding against forgery and identity theft. It will make an important contribution to individual and family well-being, and to strengthening the federal relationship with First Nation individuals and organizations.

The terms, obligations and commitments of the Indian Residential Schools Settlement Agreement will continue to be implemented in the year ahead. This agreement is essential to moving forward with reconciliation between the Government of Canada, Aboriginal people and Canadians over the legacy of residential schools.

INAC will take action to fulfil the government's responsibilities relating to the *McIvor* decision, a ruling that concludes that certain registration provisions of the *Indian Act* are unconstitutional as they violate the equality provision of the *Canadian Charter of Rights and Freedoms*. To comply with the B.C. Court of Appeal's decision, the Government of Canada intends to move forward with a legislative process to amend the registration provisions of the *Indian Act*.

Strategic Outcome: The Land

First Nations and Inuit benefit from their lands, resources and environment on a sustainable basis

Building on extensive discussions with partners nationwide, INAC will pursue its commitments on land management renewal and legislative and regulatory reforms in 2010–2011 to further the objectives of the new Federal Framework for Aboriginal Economic Development. The 2010–2011 priorities for The Land strategic outcome are to: effectively implement, renew and expand the First Nations Land Management regime; build First Nation land, resource and environmental management capacity; and address land, resource and environmental management legacy issues under the *Indian Act* to enable economic development and speed up additions to reserves.

Government of Canada Outcomes	Strong economic growth A clean and healthy environment		
Program Activities	First Nations Governance over Land, Resources and the Environment	Responsible Federal Stewardship	Clarity of Title to Land and Resources
Key Expected Results	More First Nations assume full control over reserve lands, resource and environmental management under the First Nations Land Management (FNLM) regime, or oil and gas management under the *First Nations Oil and Gas and Moneys Management Act* (FNOGMMA)	Responsible federal stewardship of reserve lands, resources and the environment	Land added to reserves to fulfil legal obligations
Key Strategies	Renew the FNLM regime and make it available to additional First Nations Open up FNOGMMA to additional First Nations	Build First Nation capacity to manage reserve land, resources and the environment Administer the land-related provisions of the *Indian Act* and promote environmental protection on reserves Modernize the *Indian Oil and Gas Regulations*	Build and maintain good relationships with stakeholders Speed up additions to reserves (ATRs)
Key Strategic Risks	FNLM First Nations may not agree to proposed legislative and program changes Pilot First Nations may not hold a successful vote on FNOGMMA New First Nations may not meet the entry requirements to be added to the process	Shortage of trained personnel may affect First Nation capacity development Lack of qualified regional staff may increase federal liability for land management, on-reserve environmental protection, and health and safety issues First Nations may not agree to proposed legislative and program changes	Parties may be reluctant or unable to conclude and implement land-related agreements in a timely manner Incomplete ATR submissions from First Nations to INAC or delays within provincial governments may slow down the process

Benefits to Canadians

The sustainable management of First Nation and Inuit lands, resources and environment provides a range of economic, social, environmental, health and safety benefits. As First Nations assume governance over their reserve lands, resources and environment, they can move with the speed and flexibility of the private sector to seize economic development opportunities. Responsible federal stewardship upholds the honour of the Crown, and reduces federal liabilities in managing reserve lands, resources and environment, and contributes to the health and safety of First Nations. The addition of land to reserves enables First Nations to strengthen the social and economic well-being of their communities, encourages investment and promotes economic development.

Program Activity: First Nations Governance over Land, Resources and the Environment

This program activity includes the implementation of the First Nations Land Management (FNLM) regime and the *First Nations Oil and Gas and Moneys Management Act* (FNOGMMA).

	2010–2011	2011–2012	2012–2013
Planned Spending ($ millions)	23.6	23.6	23.6
Human Resources (FTEs)	21	21	21

Key Expected Results	Key Performance Indicators	Targets
More First Nations assume full control over reserve land, resource and environmental management under the FNLM regime, or oil and gas management under FNOGMMA	Number of new operational First Nations managing their own reserve land, resources, environment, or oil and gas	Four new operational First Nations under FNLM by March 31, 2011 One new operational First Nation under FNOGMMA by March 31, 2011

Planning Highlights

Under the FNLM regime, participating First Nations are able to gain control over their reserve lands and establish their own land, resource and environmental systems to support expanded economic development on reserves. INAC's challenge over the next three years will be to give more First Nations the opportunity to opt into the FNLM regime, while maintaining support for current participants. To meet this challenge, INAC has undertaken a study of the costs and benefits to the Government of Canada and to First Nations of managing reserve lands under the *Indian Act* and the FNLM regime. Based on the results of this study, INAC will explore a new funding model with the First Nations Land Advisory Board, the First Nations Land Management Resource Centre and participating First Nations.

FNOGMMA involves First Nations developing oil and gas codes, entering into enforcement agreements with the provinces where they are situated, and having community votes on assuming management and control of their oil and gas resources. An intake process will be held during 2010–2011 for new First Nations to enter the FNOGMMA process, with entry effective April 2011.

Program Activity: Responsible Federal Stewardship

Through this program activity, the department discharges both the statutory obligations and the fiduciary duties of the federal Crown in the areas of land, resource and environmental management. This activity also supports the development of First Nation governance in all these areas.

	2010–2011	2011–2012	2012–2013
Planned Spending ($ millions)	112.7	60.7	60.3
Human Resources (FTEs)	285	265	265

Primarily reflects changes in the approved funding profiles for the Federal Contaminated Sites Action Plan and for the implementation of initiatives under the new Federal Framework for Aboriginal Economic Development.

Key Expected Results	Key Performance Indicators	Targets
Responsible federal stewardship of reserve lands, resources and environment	Number of new First Nations operating under the Reserve Land and Environment Management Program	20 by March 31, 2011
	Amount of moneys collected per year by Indian Oil and Gas Canada on behalf of First Nation communities as a result of oil and gas operations conducted on reserve lands	$100 million by March 31, 2011
	Percentage reduction of financial liability for high- and medium-risk contaminated sites on reserves known as of April 1, 2010, by March 31, 2011	15% by March 31, 2011

Planning Highlights

Under the Reserve Land and Environment Management Program (RLEMP), First Nations develop the capacity to make their communities ready to capitalize on land-based economic development opportunities on reserves. Funding for RLEMP was secured through the action plan to implement the Federal Framework for Aboriginal Economic Development. Over the next three years, INAC's challenge will be to promote the program, meet the target of 20 new First Nations per year, and ensure that the conditions are in place for First Nation land managers to be professionally certified. RLEMP will develop the skills, knowledge and confidence of First Nations to facilitate their movement into the First Nations Land Management (FNLM) regime.

Remediation of contaminated sites is a key component of both responsible federal stewardship and INAC's response to the Auditor General's November 2009 report on land management and environmental protection on reserves.[3] Over the next three years and working with Environment Canada and First Nations, INAC will develop and implement a strategy to identify and address residual environmental regulatory gaps on reserves, as also recommended by the Auditor General. All of these activities will facilitate additions to reserves and the movement of First Nations into the FNLM regime, and address the environmental health and safety of First Nation communities. (For more information on plans for contaminated sites, see the description of Canada's Economic Action Plan on page 44.)

Over the next two years, oil and gas management on reserve lands will be focusing on modernization of the *Indian Oil and Gas Regulations* to ensure sound stewardship of the resources and to promote economic benefits for First Nations.

[3] For the Auditor General's report, see www.oag-bvg.gc.ca/internet/English/parl_oag_200911_06_e_33207.html.

Program Activity: Clarity of Title to Land and Resources

This program activity includes clarification of title to reserve lands, adding land to reserves, and implementing land transfers under specific and comprehensive claims settlement agreements.

	2010–2011	2011–2012	2012–2013
Planned Spending ($ millions)	18.6	13.1	12.7
Human Resources (FTEs)	52	52	52

Primarily reflects changes in the approved funding profiles for the implementation of treaty land entitlement claims and for the implementation of initiatives under the new Federal Framework for Aboriginal Economic Development.

Key Expected Results	Key Performance Indicators	Targets
Land added to reserves to iulfil legal obligations	Percentage of ministerial orders and orders in council for additions to reserves processed in accordance with published service standards	90% by March 31, 2011

Planning Highlights

This program activity aims to provide certainty of legal rights and interests in reserve lands and resources, and thereby enable financial institutions and other investors to partner with First Nations in economic development opportunities on reserves.

INAC will continue to implement improvements to the additions to reserves (ATR) process, working with First Nation and provincial governments. The department will build on the roll-out of the manual for Phase One of the ATR process (the part undertaken by First Nations); the manual was developed in partnership with the National Aboriginal Land Managers Association. INAC will work on establishing reasonable service standards for Phase Two (the part undertaken by regional offices) and continue to adhere to the service standards for Phase Three (the part undertaken by Headquarters). The department will also continue to work with the Assembly of First Nations to review the ATR policy and process, and develop joint proposals for improvement.

Strategic Outcome: The Economy

Economic well-being and prosperity of First Nations, Inuit and Métis people

Working with public and private sector partners, the department is taking measures to expand Aboriginal participation in and contributions to the economy. Through community investment, individual and business development, and community infrastructure programming, INAC provides funding and other supports to enable viable and sustainable proposals brought forward by First Nation, Inuit and Métis entrepreneurs, as well as by communities or Aboriginal business and financial organizations. Building on extensive discussions with partners, INAC will renew its Aboriginal business and community economic programs in 2010–2011 to be aligned with the objectives of the new Federal Framework for Aboriginal Economic Development. The renewed programs will help to ensure that Aboriginal people participate in land development and economic opportunities that support their well-being and prosperity.

Government of Canada Outcome	Strong economic growth		
Program Activities	Individual and Community Business Development	Community Investment	Community Infrastructure
Expected Results	Increased business ownership by First Nation, Inuit and Métis individuals and communities	Increased employment and income levels of First Nation and Inuit communities	First Nation communities have a base of infrastructure that protects health and safety and enables engagement in the economy
Strategies	Investments in Loan Loss Reserve agreements and Major Resource and Energy Investment Partnerships	Redesign of Community Economic Development programs to improve outcomes and accountability Introduction of a community economic infrastructure pilot to support key regional priorities Enhancement and expansion of the Procurement Strategy for Aboriginal Business	Strategic investments in water and wastewater systems, education facilities and on-reserve housing
Key Strategic Risks	Continued economic slowdown may discourage investments Partner Aboriginal financial institutions may not be ready or willing to take on enhanced third-party delivery of Aboriginal Business Development Program	Approval delays with respect to program redesign Internal program alignment issues Human capital and information for decision-making Accountability issues	Ongoing human resources and financial challenges for First Nation capacity to construct, operate and maintain capital assets Reallocation of funds to meet changing priorities

Benefits to Canadians

Opportunity-based and market-driven Aboriginal economic development supports the growth of viable Aboriginal businesses and jobs. Expanding Aboriginal entrepreneurship and increased Aboriginal employment contribute to Aboriginal people's self-sufficiency, building stronger communities and supporting the growth of the national economy. Program restructuring efforts will benefit Canadians through more cost-effective delivery of program services, while providing a supportive business environment for Aboriginal people across the country. A new suite of programming will establish the conditions and the planning and partnership mechanisms by which Aboriginal assets can be unlocked and activated to realize their potential for the benefit of both Aboriginal and non-Aboriginal Canadians. This renewed programming will enable Aboriginal people to both contribute to and benefit from Canada's prosperity. In addition, INAC's support of First Nation development and management of their infrastructure is vital to ensuring a well-planned and well-managed base of community infrastructure assets, which provide the foundation for First Nation health, safety and successful economies.

Program Activity: Individual and Community Business Development

	2010–2011	2011–2012	2012–2013
Planned Spending ($ millions)	56.1	55.4	55.2
Human Resources (FTEs)	70	70	70

This program activity helps aspiring Aboriginal businesspeople deal with the unique challenges and barriers to participating in Canada's economy and sharing in the national prosperity. INAC's Aboriginal Business Development Program supports sustainable business development and a modern business climate. Program activities and funding help individuals and communities to access private sector business financing at competitive rates, and obtain business information and advice. The program also facilitates private sector partnerships in major business projects, and supports Aboriginal-owned or controlled financing institutions in providing developmental lending and advisory services to Aboriginal businesses.

Key Expected Results	Key Performance Indicators	Targets
Increased business ownership by First Nation, Inuit and Métis individuals and communities	Aboriginal self-employment rate	8% by March 31, 2011
Viable businesses	Survival rates of businesses after one year of receiving financial contribution from Aboriginal Business Development Program	90% by March 31, 2011

Planning Highlights

Expected results in this area include increased business ownership by First Nation, Inuit and Métis individuals and communities. A positive business climate within communities creates increased opportunities for individual businesses to grow and thrive. The target is for the Aboriginal self-employment rate to reach 8% by 2011. In support of this target, the Aboriginal Business Development Program will continue to focus on Aboriginal small business growth and facilitation of access to finance. Work with Aboriginal financial institutions will continue to enable enhanced third-party delivery of the program. INAC will also work on program restructuring to better support the Federal Framework for Aboriginal Economic Development. Furthermore, activities under the program aim to create a modern business climate for Aboriginal individuals and communities to participate in Canada's economy. They can further share in its economic prosperity by addressing the limited range of financing provided by commercial lenders and markets. This will be advanced with the implementation of new funding programs such as Loan Loss Reserve and Major Resource and Energy Development investments for medium- and large-scale businesses.

Program Activity: Community Investment

	2010–2011	2011–2012	2012–2013
Planned Spending ($ millions)	133.5	134.4	134.4
Human Resources (FTEs)	91	91	91

This program activity enhances the ability of communities to benefit from economic development opportunities. The programs supporting this goal include the Community Economic Opportunities Program, the Aboriginal Workforce Participation Initiative, the Procurement Strategy for Aboriginal Business, the Community Economic Development Program and the Community Support Services Program. Program activities and funding help communities to identify and activate economic potential resulting in more community employment, greater use of land and resources under community control, enhanced community economic infrastructure, more and larger community businesses, more business opportunities, and a better environment for community economic development.

Key Expected Results	Key Performance Indicators	Targets
Increased First Nations, Inuit and Métis participation within the federal Procurement Strategy for Aboriginal Business	Number of Aboriginal businesses newly certified under the Procurement Strategy for Aboriginal Business	1,000 for 2010–2011
Enhanced capacity of First Nation and Inuit communities to identify and assess community economic development opportunities	Number of First Nation and Inuit communities submitting economic development plans with clearly identified investment opportunities and targets	30 for 2010–2011

Planning Highlights

The Community Investment program activity provides project-based and core funding to support First Nation and Inuit communities and individuals in their efforts to effectively identify, assess, organize and plan economic development pursuits. The core Community Investment programs will be redesigned to align with the new Federal Framework for Aboriginal Economic Development and, in response to program evaluations and audits, to improve delivery and impact. Key activities for 2010–2011 (in addition to continued program delivery) include support for new program policy development and approval processes. Redesign efforts will also include organizational readiness activities (business systems, tools and training) to support the launch of a new Community Investment programming suite in 2011–2012.

The Procurement Strategy for Aboriginal Business (PSAB) conducts dedicated procurement-readiness training for Aboriginal businesses, undertakes Aboriginal procurement awareness and outreach activities, and engages provinces and territories in Aboriginal procurement. A performance measurement strategy is being developed to support the achievement of an annual increase of approximately 1,000 PSAB-qualified Aboriginal firms on the Aboriginal Business Registry and a 50% increase over four years in the number of solicitations set aside for Aboriginal businesses.

Program Activity: Community Infrastructure

This program activity includes the Capital Facilities and Maintenance Program, which provides funding to First Nations to build and maintain community facilities such as water supply, wastewater treatment and community buildings. Additional support is provided through the application-based First Nation Infrastructure Fund.

	2010–2011	2011–2012	2012–2013
Planned Spending ($ millions)	1,298.0	1,051.7	1,026.8
Human Resources (FTEs)	225	218	218

Primarily reflects ongoing increased demand for infrastructure programs, as well as changes in the approved funding profiles for the First Nation Infrastructure Program and for investments in First Nation infrastructure provided pursuant to Canada's Economic Action Plan.

Key Expected Results	Key Performance Indicators	Targets
Decrease in number of high-risk water systems	Percentage of First Nation communities with systems with low or medium water and wastewater facility risk ratings	85% by March 31, 2011
Education facilities are in good condition and meet health and safety standards	Percentage of First Nation education facilities with a fair or greater condition rating (based on physical/structural condition)	80% by March 31, 2011
Housing infrastructure is in good condition	Percentage of First Nation-reported 'adequate' community houses per First Nation community (overall physical condition)	5% increase annually

Planning Highlights

INAC will take several steps this year to ensure education facilities and housing infrastructure are in good condition. Building on recent work, in 2010–2011 the department will work toward improving program management and compliance for minor capital and operations and maintenance funding. The department will also work to modernize information management and communication protocols between headquarters and regions and between regions and First Nation communities.

The department will advance alternative approaches to the delivery of public infrastructure on reserves (funding, construction, ongoing operation and maintenance), and continue the development of a regulatory regime for water and wastewater on reserve. For more information, see the description of Canada's Economic Action Plan on page 44.

The two-year National Assessment of Water and Wastewater Systems in First Nations Communities will be completed in fall 2010. The assessment will identify First Nations' water and wastewater servicing needs, propose cost-effective servicing options, and inform future policy and program priorities.

Through the ecoENERGY for Aboriginal and Northern Communities program, the department will implement the Off-Grid Communities Framework, ensuring collaboration, consistency and efficiency among INAC sectors in the implementation of immediate, medium- and long-term activities to address energy sustainability issues in off-grid communities.

Strategic Outcome: The North

The people of the North are self-reliant, healthy and skilled, and live in prosperous communities

INAC's Northern Affairs Organization fulfils the federal government's constitutionally mandated responsibilities in Canada's three northern territories. It carries out its vital role for the people of the North and all Canadians through partnerships with territorial governments, Aboriginal groups, non-Aboriginal Northerners, the private sector and other stakeholders. The Government of Canada is committed to helping the North realize its true potential as a healthy, prosperous and secure region within a strong and sovereign Canada. The government is working toward this vision through an integrated Northern Strategy based on four equally important and mutually reinforcing priorities.

Government of Canada Outcome	A diverse society that promotes linguistic duality and social inclusion Healthy Canadians A clean and healthy environment Strong economic growth			
Program Activities	**Northern Governance**	**Healthy Northern Communities**	**Northern Land and Resources**	**Northern Economy[4]**
Expected Results	The people of the Northwest Territories and Nunavut are responsible for the governance of northern lands and resources	Northerners have access to products, services and information that can enhance the health of their communities	The sound stewardship of northern lands and resources balances sustainable economic development with environmental protection	N/A
Strategies	Advance devolution processes in the Northwest Territories and Nunavut	Develop a long-term approach for the management of the Food Mail Program Support research, monitoring and assessment of contaminants in traditional food	Improve the regulatory system to support sustainable development Support northern scientific research through a strong research network including the establishment of the High Arctic Research Station	N/A
Key Strategic Risks	The different dynamics and expectations of participating parties may hinder decision making and progress in a multi-phased process	Misalignment between the increasing demand for nutritious food in isolated communities and Food Mail Program design and resources	Complex regulatory system will negatively impact future economic projects Insufficient scientific infrastructure and logistics in the North to inform decision making and economic development	N/A

Benefits to Canadians

Northerners and all Canadians benefit from INAC's leadership in advancing northern initiatives. The department's work to promote the four pillars of the Northern Strategy — Arctic sovereignty, social and economic development, the environment, and northern governance — helps to advance quality-of-life initiatives that support the health and well-being of individuals, communities and the environment, and ensure a more sustainable, prosperous future for Northerners and Canada as a whole.

As a result of the Northern Strategy and other INAC-led program activities: Northerners are enjoying greater prosperity and are progressing toward increased political autonomy; Canada's circumpolar interests are being advanced; the development of the North's land and resources is proceeding in an environmentally sustainable manner; scientific research is providing Northerners and all Canadians with a knowledge base that supports personal health and sustainable development in the region; and Northerners are gaining tangible benefits that improve the quality of their lives and strengthen their communities.

[4] INAC transferred all programs under the program activity Northern Economy to the Canadian Northern Economic Development Agency. INAC's Northern Economy program activity has no resources or activities for 2010–2011.

Program Activity: Northern Governance

This program activity strengthens northern governments for all Northerners through the devolution of province-like responsibilities for the land and natural resources; effective intergovernmental mechanisms; the management of strategic issues; and the strengthening of intergovernmental co-operation, domestically and internationally, on circumpolar issues.

	2010–2011	2011–2012	2012–2013
Planned Spending ($ millions)	17.9	14.9	13.2
Human Resources (FTEs)	31	31	31

Primarily reflects changes in the approved funding profile to support the Government of Nunavut's efforts to strengthen its financial management, practices and systems.

Key Expected Results	Key Performance Indicators	Targets
Devolution of land and resource management to the Government of the Northwest Territories	Completed phases of the five phases of devolution: protocol, agreement in principle, final agreement, legislation, and implementation	Phase 2 completed by March 31, 2011
Devolution of land and resource management to the Government of Nunavut	Completed phases of the five phases of devolution	Continue to work with the Government of Nunavut and Nunavut Tunngavik Incorporated toward initiation of formal negotiations of an agreement in principle
Canadian interests are reflected in national and international circumpolar co-operation activities	Canadian priorities advanced through activities under the Arctic Council and Canada–Russia co-operation	Active participation in 2010–2011

Planning Highlights

INAC will continue to work toward the completion of devolution. Negotiations concerning the transfer of province-like responsibility for land and resource management will be conducted according to a five-phase process: protocol, agreement in principle, final agreement, legislation and implementation. For the Northwest Territories, work will be directed toward finalizing the second phase of the devolution process while continuing to ensure inclusion and participation of all key stakeholders, particularly Aboriginal groups. For Nunavut, efforts will continue to focus on determining next steps following the signature of the protocol on September 5, 2008. Legislative, policy and programming initiatives, such as strengthening financial management and networking capacity in Nunavut, will also foster the growth of effective and efficient government structures.

Canada's northern priorities, as articulated in Canada's Northern Strategy and Arctic Foreign Policy, will be advanced through the Arctic Council — the premier mechanism for circumpolar co-operation — and its working groups, as well as through bilateral relations and activities with key partners, such as Russia, the United States and Norway (for more on circumpolar liaison, visit www.ainc-inac.gc.ca/nth/cl/index-eng.asp).

Program Activity: Healthy Northern Communities

This program activity supports improvements to Northerners' health and well-being through grants for hospital and physician services for First Nation and Inuit residents in the Northwest Territories and Nunavut; the transportation of nutritious foods and other essential items to isolated northern communities at reduced rates; and research into the sources and effects of contaminants on the Arctic food chain.

	2010–2011	2011–2012	2012–2013
Planned Spending ($ millions)	101.4	82.4	83.4
Human Resources (FTEs)	14	14	14

Primarily reflects a change in the approved funding profile for the Food Mail Program (additional funding was provided in 2010–2011).

Key Expected Results	Key Performance Indicators	Targets
Perishable and other nutritious foods and other essential items are available in isolated northern communities at more affordable prices	Average percentage difference in the weekly cost of the nutritious perishable food component of a healthy diet between isolated northern communities and southern cities	Program under review, target to be determined
Reduced contaminant-related risk to ecosystem and human health	Percentage decrease in concentrations of previously identified contaminants in northern wildlife Percentage decrease in concentrations of previously identified contaminants among northern populations	5% decrease in concentration over 1990 levels by 2014

Planning Highlights

INAC programs will continue to contribute to individual and community health and well-being across the North. The Northern Contaminants Program will: continue monitoring contaminant levels in wildlife and people in the Canadian North; work toward a five-year assessment of mercury and persistent organic pollutants in the North; and contribute data and expertise to national and international organizations, such as the Arctic Council's Arctic Monitoring Assessment Program and the Stockholm Convention's Global Monitoring Plan (for more on the Northern Contaminants Program, visit www.ainc-inac.gc.ca/nth/ct/ncp/index-eng.asp).

INAC will develop a strategy to help ensure cost-efficient access to more affordable nutritious perishable and non-perishable food and other essential items in isolated northern communities. This is currently achieved through the Food Mail Program, which subsidizes delivery by Canada Post of nutritious food and other essential items to isolated northern communities (for more on the Food Mail Program, visit www.ainc-inac.gc.ca/nth/fon/index-eng.asp).

Program Activity: Northern Land and Resources

This program activity supports the sustainable development and regulatory oversight of the North's natural resources, including mineral development and mining, as well as oil and gas development, both onshore and offshore. It emphasizes improved stewardship and environmental management of land and water resources on behalf of all Canadians, and Northerners in particular.

	2010–2011	2011–2012	2012–2013
Planned Spending ($ millions)	293.5	72.4	60.1
Human Resources (FTEs)	315	284	278

Primarily reflects changes in the approved funding profile for the Federal Contaminated Sites Action Plan, for investments to improve Arctic research (pursuant to Canada's Economic Action Plan), as well as changes in the approved funding profile for International Polar Year.

Key Expected Results	Key Performance Indicators	Targets
An operating environment that supports mineral development and mining	Percentage of total Canadian mineral exploration and deposit appraisal expenditures made in the Northwest Territories and Nunavut	15% by March 31, 2011
Contaminated sites are managed to ensure the protection of human health and the safety of the environment while bringing economic benefit to the North	Number of contaminated sites remediated	Four by March 31, 2011
Increased capacity of Aboriginal people and Northerners to adapt to climate change impacts	Number of communities that are taking actions to integrate climate change risk management in planning, decision-making and project implementation	10 communities per year

Planning Highlights

INAC will continue to ensure the North's natural resources are developed sustainably and its lands protected. An action plan will be developed based on recommendations in the 2008 Neil McCrank report and continue to make improvements to the northern regulatory system.[5] The department will support increased investment in oil and gas exploration.[6] Renewal of the *Northwest Territories and Nunavut Mining Regulations*, implementation of an online electronic prospecting system and effective administration of the royalty system will all contribute to sustainable mineral resource development.[7]

INAC will continue to actively address contaminated sites in the North, including further progress on the Faro and Giant mines, two of Canada's largest contaminated sites. The department will conduct significant remediation-related activity on 30 projects spread across the North and plans to complete the remediation at four of the sites.

INAC will increasingly support northern scientific research. Through the Arctic Research Infrastructure Fund under Canada's Economic Action Plan, work will continue toward the establishment of a Canadian High Arctic Research Station and support will be provided to existing research facilities.[8] The Climate Change Adaptation Program will build on the adaptation and vulnerability assessment completed during 2009–2010 by developing an approach to ensure that climate change impacts and adaptation are integrated into departmental policies, programs and planning (for more on climate change adaptation, visit www.ainc-inac.gc.ca/enr/clc/adp/ia/index-eng.asp).

[5] For the full report, visit: www.ainc-inac.gc.ca/ai/mr/nr/m-a2008/2-3070-eng.asp.

[6] For more on oil and gas development, please visit: www.ainc-inac.gc.ca/nth/og/index-eng.asp.

[7] For more on mining and mineral development, please visit: www.ainc-inac.gc.ca/nth/mm/index-eng.asp.

[8] For more on the High Arctic Research Station, please visit: www.ainc-inac.gc.ca/nth/st/fs-eng.asp.

Strategic Outcome: The Office of the Federal Interlocutor

Socio-economic well-being of Métis, non-Status Indians and urban Aboriginal people

The Office of the Federal Interlocutor partners with other federal departments, local, provincial and territorial governments, Aboriginal representative organizations, and community leaders to raise awareness about the circumstances of Métis, non-Status Indians and urban Aboriginal people, and to create opportunities for a greater number of Aboriginal people to participate in the Canadian economy and society. To this end, the Office strengthens the Government of Canada's relationship with national Aboriginal organizations that represent Métis, non-Status Indians and urban Aboriginal people, including the Congress of Aboriginal Peoples, the Métis National Council and their affiliates. The Office also participates in negotiations with these organizations and the provinces, and co-ordinates the Urban Aboriginal Strategy.

Government of Canada Outcome	A diverse society that promotes linguistic duality and social inclusion Income security and employment for Canadians		
Program Activities	Urban Aboriginal Strategy (UAS)	Métis and Non-Status Indian (MNSI) Organizational Capacity Development	Métis Rights Management
Expected Results	Self-reliant urban Aboriginal people who participate in the economy	MNSI organizations that have the capacity to participate, and represent their members, in federal policies and programs	Respect for the Aboriginal rights of Métis under section 35
Strategies	Facilitate provincial and municipal UAS contributions Facilitate horizontal co-ordination within the federal government Make flexible arrangements for financial and in-kind contributions	Focus MNSI capacity funding on improving financial management systems within MNSI organizations Develop and maintain adequate monitoring systems to ensure policy and program requirements are being met	Lead practical initiatives, such as joint federal–provincial research projects Build systems of identification Harmonize federal–provincial approaches to Métis Aboriginal rights
Key Strategic Risk	Some provinces and municipalities may have limited flexibility to meet cost-sharing requirements Some communities may have limited capacity for development of a strategic vision and meaningful partnerships	MNSI organizations may have difficulties developing and maintaining the necessary financial and human capacity to maintain stability within their organization, to adequately address the needs of their members, and to remain accountable to their membership	Not addressing asserted Métis Aboriginal rights may result in increased litigation

Benefits to Canadians

With more than half (54%) of Aboriginal people in Canada now living in urban areas, a percentage expected to rise, the Urban Aboriginal Strategy (UAS) helps urban Aboriginal people take advantage of economic opportunities in Canada's urban centres, strengthening Canada's economy as a whole. In addition, support for Métis membership systems will help the Crown realize its legal duty to consult rights-bearing Métis communities and help reconcile Métis Aboriginal rights with Canada's overall governance structure, and respect those rights as fundamental elements of a just, fair and respectful Canadian federation. The Office of the Federal Interlocutor also works with willing partners to support Métis, non-Status Indian and urban Aboriginal people in realizing their full socio-economic potential within Canadian society, which in turn contributes to a stronger, more inclusive nation.

Program Activity: Urban Aboriginal Strategy

	2010–2011	2011–2012	2012–2013
Planned Spending ($ millions)	13.5	13.5	—
Human Resources (FTEs)	33	33	—

Primarily reflects the sunset (in 2012–2013) of funding provided for the Urban Aboriginal Strategy.

The Urban Aboriginal Strategy (UAS)[9] was developed in 1997 to help respond to the needs of Aboriginal people living in urban centres. It aims to promote their self-reliance and expand their life choices. Through the renewed UAS of 2007, the federal government partners with other governments, community organizations and Aboriginal people to support projects that respond to local priorities. The renovated UAS enhances the federal government's ability to align its expenditures directed toward urban Aboriginal people in key centres with provincial and municipal programming, in a way that both advances federal objectives and responds effectively to local challenges and opportunities.

Key Expected Results	Key Performance Indicators	Targets
Self-reliant urban Aboriginal people who participate in the economy	High school attainment, employment and average total income for urban Aboriginal people in UAS-designated cities	2% increase between 2001 and 2011 for high school attainment, employment and average total income for urban Aboriginal people in UAS-designated cities
	Percentage of total project funding leveraged through relationships with provincial and municipal governments	50% leveraged over five years (2007–2008 to 2011–2012) by UAS-designated city

Planning Highlights

Through capacity-building investments this year in designated cities, the UAS will improve Aboriginal people's access to learning, training, employment and social supports. The Community Assessment Tool will help INAC identify areas where joint action plans can resolve issues early. UAS projects will focus investments in three priority areas to enhance the social and economic well-being of Métis, non-Status Indians and urban Aboriginal people: improving life skills; promoting job training, skills and entrepreneurship; and supporting Aboriginal women, children and families. The Office is also taking action to ensure communities can achieve program objectives and create joint action plans, while co-ordinating INAC's activities with regional operational plans and the planning processes of communities.

The UAS will also better align initiatives across federal departments and with provincial and municipal initiatives. As a result, it will be easier to implement regionally responsive strategies that meet federal objectives, address community needs and raise awareness of urban Aboriginal issues.

[9] For more on the UAS, visit http://www.ainc-inac.gc.ca/ai/ofi/uas/index-eng.asp.

Program Activity: Métis and Non-Status Indian Organizational Capacity Development

	2010–2011	2011–2012	2012–2013
Planned Spending ($ millions)	14.7	14.7	14.7
Human Resources (FTEs)	27	27	27

Because the mandate of the Office of the Federal Interlocutor is to support the work of Métis and non-Status Indian organizations, the Office works to help find practical ways to reduce dependency and improve the self-reliance, and social and economic conditions of Métis, non-Status Indians and off-reserve Aboriginal people. When they develop their organizational and professional capacity, Métis and non-Status Indian organizations can build effective partnerships with federal and provincial governments and with the private sector.

Key Expected Results	Key Performance Indicators	Targets
MNSI organizations that have the financial capacity to be accountable for public funds as well as engage with the private sector	Percentage of qualified financial personnel on staff	70% in 2010–2011
Stable and democratically accountable MNSI organizations that represent their members' interests	Percentage of MNSI organizations' elections held in keeping with their bylaws	100%

Planning Highlights

The Office of the Federal Interlocutor provides capacity funding to help eligible Métis and non-Status Indian organizations maintain relationships with the federal government at the political level, strengthen membership systems, and improve financial and electoral accountability. To further support sustainable organizations that represent the main concerns of their members and are accountable for achieving results, the Office will develop sound eligibility criteria and related risk assessments. The Office will also audit the financial accountability of recipient organizations to ensure specific targets are met.

Program Activity: Métis Rights Management

	2010–2011	2011–2012	2012–2013
Planned Spending ($ millions)	—	—	—
Human Resources (FTEs)	—	—	—

This program activity is the federal response to the 2003 Supreme Court of Canada's *Powley* decision, which affirmed that Métis people hold section 35 Aboriginal rights under the Canadian Constitution. The program works with non-profit, representative Aboriginal organizations that have substantial Métis memberships to develop objectively verifiable membership systems for Métis members and harvesters in accordance with the Supreme Court's direction.

Key Expected Results	Key Performance Indicators	Targets
Respect for the Aboriginal rights of Métis under section 35	Identification of Métis harvesters	To have five province-wide objectively verifiable Métis identification systems in place by March 31, 2015
	Level of public awareness	Set targets in relation to levels of public awareness of Métis rights by March 31, 2011

Planning Highlights

In 2010–2011, this activity will strengthen federal–provincial relationships and improve communications that build a greater understanding of, and a more consistent approach to, Métis rights across the federation. The Office of the Federal Interlocutor will also conduct a trend analysis and external surveys to examine what progress has been made to balance Métis rights within the federation. Joint federal–provincial research projects into subjects such as traditional harvesting patterns and membership systems, for example, will help improve the common understanding of Métis and non-Status Indian organizations and federal and provincial governments.

Program Activity: Internal Services

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: management and oversight services; communications services; legal services; human resources management services; financial management services; information management services; information technology services; real property services; materiel services; acquisition services; travel; and other administrative services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

	2010–2011	2011–2012	2012–2013
Planned Spending ($ millions)	368.1	376.4	368.8
Human Resources (FTEs)	2,595	2,608	2,595

Primarily reflects changes in the approved funding profile for an out-of-court settlement and for informatics enhancements.

Key Expected Results	Key Performance Indicators	Targets
Effective management of INAC programs and services	Improved Management Accountability Framework (MAF) ratings for the following areas of management (AoMs): • Effectiveness of the corporate management structure (MAF AoM 3) • Excellence in people management (MAF AoM 10)	Achievement of the following scores by MAF Round VIII: • Effectiveness of the corporate management structure (from acceptable to strong) • Excellence in people management (from acceptable to strong)
Full implementation of the Policy on Transfer Payments	Policy on Transfer Payments fully operational by April 1, 2011	Policy on Transfer Payments fully operational by April 1, 2011

Planning Highlights

INAC ensures that the necessary internal services are provided to support effective delivery of its programs and services. To better serve departmental priorities, Internal Services will focus its efforts on improving performance for effectiveness of the corporate management structure and excellence in people management. Improvements will be demonstrated through INAC's Management Accountability Framework scores.

In relation to effectiveness of the corporate management structure, INAC is committed to being a Government of Canada leader in the area of integrating plans for human resources, information management and information technology, communications, and other corporate areas.

In relation to excellence in people management, and in response to the 2008 Public Service Employee Survey, INAC will implement an action plan focusing efforts in three key areas: strengthening and enabling leadership; creating a healthy workplace; and investing in career development.

Canada's Economic Action Plan Initiatives

INAC is responsible for $687 million of the total CEAP investment of $1.4 billion for Aboriginal specific investments, the $0.5 billion Northern specific investments and the investments in the Federal Contaminated Sites Action Plan. These funds will be invested over two years (2009–2010 and 2010–2011). As the lead department in the Aboriginal cluster of federal departments, INAC is involved in an array of initiatives related to Canada's Economic Action Plan that touch on many areas:

- infrastructure, including water, housing schools and for Arctic research;
- social services;
- contaminated site remediation; and
- resource development.

INAC's planned spending under Canada's Economic Action Plan	2009–2010	2010–2011
Planned Spending ($ millions)	301.9	385.0

Due to rounding, figures for CEAP initiatives may not add to totals shown here.

Initiative: Water and Wastewater					
Description			**Alignment to Program Activity**		
Two-year targeted funding will provide for the completion of drinking water and wastewater infrastructure projects to address health and safety priorities, and to protect and maintain the lifespan of existing and new assets in 18 First Nation communities across the country.			The Economy strategic outcome — Community Infrastructure program activity		
CEAP Spending ($ millions)					
2009–2010	79.0	2010–2011	86.0	Total 2009–2011	165.0
Expected Results			**Performance Indicators and Target**		
First Nation communities have a base of infrastructure that protects health and safety and enables engagement in the economy.			Number of funding agreements signed Number of projects completed Number of employment hours created Target: 18 water and wastewater infrastructure projects completed by March 31, 2011		

Initiative: Housing					
Description			**Alignment to Program Activity**		
This two-year program will support on-reserve housing, dedicated to new social housing stock and to complementary activities. This will assist in the transition to market-based housing on reserves and address immediate housing needs, such as overcrowding and health issues, while serving as an economic stimulus for many First Nation and rural areas by generating employment and the development of skilled trades.			The Economy strategic outcome — Community Infrastructure program activity		
CEAP Spending ($ millions)					
2009–2010	75.0	2010–2011	75.0	Total 2009–2011	150.0
Expected Results			**Performance Indicators and Target**		
First Nation communities have a base of infrastructure that protects health and safety and enables engagement in the economy.			Number of units constructed, renovated and converted to private ownership Number of lots serviced Target: In 2009–2010, over 2,100 units constructed, renovated or converted from band-owned to private ownership, and nearly 600 lots serviced In 2010–2011, approximately 1,200 units constructed, renovated or converted from band-owned to private ownership, and over 300 lots serviced		

Initiative: Schools					
Description			**Alignment to Program Activity**		
This initiative will provide economic stimulus to communities, generate short-term employment and business opportunities, and help to ensure that educational facilities meet existing and future educational requirements, as well as to improve on-reserve student retention and graduation rates.			The Economy strategic outcome — Community Infrastructure program activity		
CEAP Spending ($ millions)					
2009–2010	71.8	2010–2011	128.2	Total 2009–2011	200.0
Expected Results			**Performance Indicators and Target**		
First Nation communities have a base of infrastructure that protects health and safety and enables engagement in the economy.			Number of funding agreements signed Number of projects completed Number of employment-hours created Target: 10 new school projects will be constructed and three major renovation projects will be completed by March 31, 2011		

Initiative: Arctic Research Infrastructure					
Description			**Alignment to Program Activity**		
This investment will support maintaining or upgrading key existing Arctic research facilities through the Arctic Research Infrastructure Fund.			The North strategic outcome — Northern Lands and Resources program activity, Northern Science sub-activity		
CEAP Spending ($ millions)					
2009–2010	30.1	2010–2011	51.0	Total 2009–2011	81.1
Expected Results			**Performance Indicators and Target**		
Improved infrastructure for research on the Canadian North.			Number of improved research facilities completed (both upgraded and new construction) Target: 37		

Initiative: High Arctic Research Station (HARS) feasibility					
Description			**Alignment to Program Activity**		
A feasibility study for the proposed High Arctic Research Station will be undertaken, which will leverage existing research infrastructure by serving as the hub for scientific activity in Canada's vast and diverse Arctic region.			The North strategic outcome — Northern Lands and Resources program activity, Northern Science sub-activity		
CEAP Spending ($ millions)					
2009–2010	1.2	2010–2011	0.8	Total 2009–2011	2.0
Expected Results			**Performance Indicators and Target**		
Improved infrastructure for research on the Canadian North.			Percentage achievement of planned steps for the feasibility study for the High Arctic Research Station Target: 100%		

Initiative: Child and Family Services					
Description			**Alignment to Program Activity**		
The federal government continues to invest in new partnerships with willing provinces and First Nations in implementing a new prevention-focused approach for First Nation child and family services on reserves.			The People strategic outcome — Social Development program activity		
CEAP Spending ($ millions)					
2009–2010	4.0	2010–2011	15.5	Total 2009–2011	19.5
Expected Results			**Performance Indicators and Target**		
This will assist in achieving better outcomes for First Nation children and families.			Target: Quebec and Prince Edward Island are the next jurisdictions to transition to the new approach by March 31, 2010		

Initiative: Accelerating Action on Contaminated Sites — South of 60th Parallel					
Description			**Alignment to Program Activity**		
Site assessment and remediation/risk management activities will be conducted on federal contaminated sites under CEAP's Federal Contaminated Sites Accelerated Action Plan.			The Land strategic outcome — Responsible Federal Stewardship program activity, Environmental Management sub-activity		
CEAP Spending ($ millions)					
2009–2010	15.8	2010–2011	17.4	Total 2009–2011	33.2
Expected Results			**Performance Indicators and Target**		
The Government of Canada demonstrates responsible federal stewardship of the environment on reserve lands.			Reduction in the number of contaminated sites south of 60° Target: 45 assessment projects and 20 remediation projects in 2009–2010 7 assessment projects and 24 remediation projects in 2010–2011		

Initiative: Accelerating Action on Contaminated Sites — North of 60th Parallel					
Description			**Alignment to Program Activity**		
Site assessment and remediation/risk management activities will be conducted on federal contaminated sites under CEAP's Federal Contaminated Sites Accelerated Action Plan. Over two fiscal years, site assessments will be completed at 355 sites and some remediation activities will take place at the Giant Mine site.			The North strategic outcome — Northern Land and Resources program activity, Contaminated Sites sub-activity		
CEAP Spending ($ millions)					
2009–2010	11.0	2010–2011	11.1	Total 2009–2011	22.1
Expected Results			**Performance Indicators and Target**		
Contaminated sites are managed to ensure the protection of human health and the safety of the environment while bringing economic benefits to the North.			Target: 106 assessment projects and 1 remediation project in 2009–2010 249 assessment projects and 1 remediation project in 2010–2011		

Initiative: Promoting Energy Development in the North					
Description			**Alignment to Program Activity**		
Activities related to the Mackenzie Gas Project (MGP) will be undertaken, including environmental assessments, regulatory co-ordination, science, Aboriginal consultations and activities related to supporting private sector oil and gas exploration and development induced by the MGP.			The North Strategic Outcome — Northern Land and Resources program activity, Oil and Gas sub-activity		
CEAP Spending ($ millions)					
2009–2010	14.1	2010–2011	—	Total 2009–2011	14.1
Expected Results			**Performance Indicators and Target**		
Management of oil and gas resource development benefits Northerners and all Canadians.			Science projects completed Management of oil and gas activity induced by the MGP 2009–2010 Target: Government response developed for Joint Review Panel Report Identify and develop legislative and regulatory initiatives to support and advance the MGP		

Canadian Polar Commission

Strategic Outcome: Increased Canadian Polar Knowledge

	2010–2011	2011–2012	2012–2013
Program Activity Planned Spending ($ millions)	0.8	0.8	0.8
Internal Services Planned Spending ($ millions)	0.2	0.2	0.2
Human Resources (FTEs)	5	5	5

The strategic outcome of the Canadian Polar Commission is increased Canadian polar knowledge, which is intended to help Canada acquire the wide range of information needed for effective policy and research program development in the polar regions, and to maintain Canada's position as a leading polar nation. The Commission ensures that adequate polar science infrastructure and logistics are available to Canadian researchers and that a polar science policy is developed with participation of all stakeholders to support and co-ordinate Canadian polar research. The Canadian polar research community is diverse and dispersed, with small research institutes supporting a broad range of research activities. The Commission co-ordinates research activities to increase efficiency and generate greater exchange of information. The Commission fosters and encourages activities and events to attract the next generation of polar researchers.

Government of Canada Outcome	A clean and healthy environment
Program Activity	**Research Facilitation and Communication**
Expected Results	Canada acquires the wide range of information needed for effective policy and research program development in the polar regions, and to maintain Canada's position as a leading polar nation Canadians have a growing awareness and understanding of the polar regions by Canadians, especially of current issues affecting them: the environment, sustainable development, sovereignty, social issues and climate change
Strategies	Continue to consult and collaborate with the wider polar research community in Canada and internationally to gather and disseminate information on current polar research and current polar research issues
Key Strategic Risks	Growing misalignment between high domestic and international demand for the Commission's services and funding levels The Commission has been without a Board of Directors since October 2008

Program Activity: Research Facilitation and Communication

Key Expected Results	Key Performance Indicators	Targets
Awareness by government and public of the progress and effectiveness in Canada of International Polar Year (IPY)	Planning by government to ensure that IPY leaves a legacy in Canada in terms of: • infrastructure • monitoring • attracting the next generation of polar scientists	Improvements to polar research infrastructure Increase in monitoring activity Young scientists actively pursuing polar research
Canada represented on international polar science bodies, with Canadian interests and concerns taken into consideration and information from these bodies brought back to Canada	Canada maintains or increases its international influence in polar science Canada's priorities are integrated into international polar science policies Increased co-operation with Canada by polar research nations	Promotion of Canadian polar research interests and concerns, and information gathering at events and meetings with international bodies
Increased federal government support for establishing a Canadian Antarctic Research Program as part of an overall national polar science policy	Progress toward implementation of a Canadian Antarctic Research Program	Champions identified within the federal government to promote the Canadian Antarctic Research Program

Planning Highlights

The Commission's publications, as well as its website, are key tools in disseminating polar knowledge and providing better access to polar science information by the government and the public. They are conduits for the latest in polar knowledge that link researchers to users in government and among the public. They also encourage young researchers by providing opportunities for them to publish on their work.

The Commission's promotion and support of International Polar Year legacy activities will include a new organization of northern research facility operators and managers, and the Association of Early Polar Career Scientists.

The Commission will promote Canadian polar research interests and concerns, and gather information through its participation in and involvement with international events, conferences and meetings (Northern Research Forum 2010, International Polar Year Oslo 2010 Conference, International Arctic Research Committee, Scientific Committee on Antarctic Research, University of the Arctic, and others). The Commission will work, through bilateral agreements with other nations, to increase access to Antarctica for Canadian researchers.

Benefits to Canadians

Canada will acquire the wide range of information needed for effective policy, research and program development in the polar regions. Canadians will gain growing awareness and understanding of the North, especially of crucial current issues: the environment, sustainable development, sovereignty, social issues and climate change. Technological advancements will bring economic and development opportunities. Better international collaboration and co-operation in polar research programs and initiatives will lead to better understanding of polar issues and a cleaner, healthier environment. With a new generation of polar researchers set to uphold the high standards set by present and past Canadian polar researchers, Canada will be well placed to maintain its position as a leading polar nation.

SECTION III • Supplementary Information

Supplementary Information Tables

The following tables are located on the Treasury Board Secretariat website: www.tbs-sct.gc.ca/estsd-bddc/index-eng.asp:

- Details of Transfer Payment Programs (TPP)
- Green Procurement
- Internal Audits and Evaluations
- Sources of Respendable and Non-Respendable Revenue
- Summary of Capital Spending by Program Activity
- Horizontal Initiatives
  - First Nations Water and Wastewater Action Plan
  - Indian Residential Schools Settlement Agreement — Health Supports component
  - International Polar Year
  - Urban Aboriginal Strategy

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